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ABSTRACT

This guide is designed to help women business owners become more successful by providing them with information about marketing their goods and services to the federal government. Part 1 focuses on how the government buys. It covers briefly general procedures, consolidated purchasing programs, and individual federal agencies. Three government tools for identifying potential offerors are discussed: Bidders List, Procurement Automated Source System (PASS), and Qualified Products List (QPL). Two approaches the government uses to tell prospective sellers what goods and services it wants to buy are described--formal advertising (sealed bids, Invitation for Bids) and buying or contracting by negotiation--Request for Proposals. Part 2 addresses selling to the government, through the following topics: giving one's company a competitive edge; subcontracting with a prime contractor; benefiting from the federal government's programs, such as the Small Business Administration (SBA), Offices of Small and Disadvantaged Business Utilization, Department of Commerce, Federal Procurement Data Center, and Department of Transportation; what to do if unsuccessful in a bid or proposal; and a contractor's responsibilities. Appendixes include standard forms, agency resources, and 60-item bibliography. Other contents in this packet include brochures on Women's Network for Entrepreneurial Training, Service Corps of Retired Executives, and SBA and seven articles from "Entrepreneurial Woman Magazine" dealing with women's experiences with the SBA. (YLB)

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U.S. Small Business Administration
Office of Women's Business Ownership

SBA

Women Business Owners: Selling to the Federal Government

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Women Business Owners: Selling to the Federal Government

JUNE 1990

Office of Women's Business Ownership
U.S. Small Business Administration

For sale by the Superintendent of Documents, U.S. Government Printing Office
Washington, DC 20402

THE WHITE HOUSE
WASHINGTON

June 13, 1990

For more than two centuries, the creative power of individuals has been celebrated in our free market system and reflected in our prosperity. Women and men of vision and determination have pursued their dreams through entrepreneurship and, in so doing, have built better lives for themselves and for their neighbors.

Today, individual enterprise and private initiative continue to be the driving engines behind our nation's economic growth. If this growth is to continue, and if our nation is to remain a leader in an increasingly competitive world, we must harness the talent, energy, and creativity of all Americans. That is why my Administration is committed to ensuring that more women have meaningful opportunities to participate -- and succeed -- in business and industry.

Because it looks to the private sector for a variety of goods and services, the Federal Government provides a vast market -- one filled with opportunity for small business owners. This handbook is designed to help women entrepreneurs seeking business with the Federal Government, thereby encouraging their participation in the procurement process and ensuring that the competition for contracts remains fair. I hope you will find it to be a valuable tool, one that will help you and your business to prosper in the months ahead.

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Foreword

This guide is designed to help women business owners become more successful by providing them with information about marketing their goods and services to the Federal Government. It is published by the Office of Women's Business Ownership of the U.S. Small Business Administration.

The Interagency Committee on Women's Business Enterprise is responsible for carrying out a Presidential mandate to promote, monitor and coordinate Federal efforts on behalf of women business owners. The Office of Women's Business Ownership is responsible not only for assisting the Committee in improving opportunities for women business owners in the public sector, but also for mobilizing private sector resources, developing training materials and serving as an advocate for women business owners.

The need for such a guide is indicated by recent statistics. Women-owned businesses constitute the fastest growing segment of the small business community. Between 1972 and 1982 the number of self-employed women increased 69% compared to a 13% increase in the number of self-employed men. Most recent national figures show there are currently 4.5 million women-owned firms that generate over $82 billion in annual receipts.

Although women-owned businesses are increasing rapidly, they tend to be less profitable than male-owned businesses. Internal Revenue Service sole proprietorship data for 1987 shows that while women owned 31% of all sole proprietorships, they received only 13% of the annual receipts. We also know that slightly more than one percent of all Federal prime contracts are awarded to women entrepreneurs. The Bush Administration is firmly committed to increasing the profitability and market share of women-owned firms while simultaneously fostering their continued growth in numbers.

The health of our nation's economy increasingly depends upon the vitality of all segments of the small business community. We trust that this guide will increase the understanding of how the Federal marketplace can provide opportunities for women-owned businesses to expand, prosper and become full partners in that community.

Lindsey L. Johnson
Director
Office of Women's Business Ownership
U.S. Small Business Administration

PART 1

HOW THE GOVERNMENT BUYS

Women And The Government Market

Government procurement is big business—$177.2 billion spent in products and services through 21 million separate procurement actions in fiscal year 1988. Figure 1 identifies the largest procuring agencies of the Federal Government in terms of dollars.

Now is a good time to get in on the action in the Federal marketplace. While competition has long been recognized as a prudent business practice, there is a renewed emphasis on competition within the Federal Government today. The Competition in Contracting Act of 1984 restricts the use of noncompetitive practices and establishes an advocate for competition in each executive agency and in each procuring activity within the agency. The advocate for competition is responsible for challenging barriers to and promoting full and open competition in their agency's procurement system.

Furthermore, the Office of Women's Business Ownership of the Small Business Administration, annually negotiates with Federal agencies and departments to increase prime contracting goals for women-owned businesses. Now is indeed a good time to get a slice of government business. Federal agencies are actively seeking additional women-owned businesses.

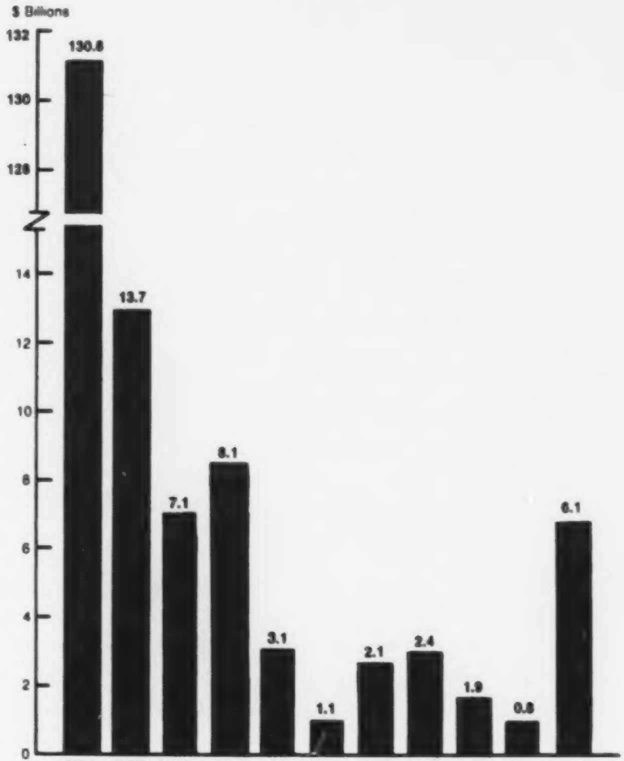
Every businesswoman has a potential share in government contracting business because government contracting offices buy just about everything offered in the marketplace—supplies to stock the shelves of supermarkets for its military members; janitorial and maintenance services for its buildings; cafeteria services; management consulting; multi-media production; architectural and engineering services; computer systems; sophisticated air, sea, land and outerspace machines and the research to make them more effective and efficient; and, of course, a multitude of paper and other office supplies. The list of products and services is endless—and so are the *opportunities*.

How The Government Buys

General Procedures

A. The government buys many of the products and services it needs from

Federal Procurement Totals by Agency
FY 1988
Total $177.2 Billion



Source: From Agency Achievement Reports

Figure 1

DOD—Department of Defense
DOE—Department of Energy
NASA—National Aeronautics and Space Administration
GSA—General Services Administration
VA—Veterans Administration
DOI—Department of Interior
USDA—U.S. Department of Agriculture
DOT—Department of Transportation
HHS—Department of Health and Human Services
TVA—Tennessee Valley Authority

suppliers who meet certain qualification requirements. In addition, in order to provide widespread knowledge of federal procurement requirements, all procurements expected to exceed 25,000 with certain exceptions, are announced in the ***Commerce Business Daily*** (CBD). A discussion of the contents of the CBD is presented later in this publication.

B. The government purchases the products or services it needs by two different methods. The first method, known as *Formal Advertising,* (referred to as "sealed bidding" in the Competition in Contracting Act and Federal Acquisition Regulation) involves the issuance of an Invitation for Bid (IFB) by a procuring agency. Following receipt and evaluation of the bids, a contract is usually awarded to the lowest-priced bidder, that is determined to be responsive and responsible by the Contracting Officer. The second method of competitive proposals, involves the issuance of a Request for Proposal (RFP), and the negotiation of each element in the Proposal. An award is made to the offeror who has the best proposal in terms of *both* technical content and price. Both methods are discussed in some depth later in this publication.

Reference: *The Federal Acquisition Regulation,* Parts 5, 14, 15.

Consolidated Purchasing Programs

Most government agencies have common purchasing needs—carpeting, furniture, office machine maintenance, petroleum products and perishable food supplies are just a few examples. Sometimes the government can realize economies by centralizing the purchasing of certain types of products or services. The three largest interagency consolidated purchasing programs are administered by the General Services Administration, the Defense Logistics Agency, and the Veterans Administration.

The General Services Administration (GSA) buys, stores, and distributes common use items throughout the Federal Government. The individual agencies order the items they need through a GSA Depot. GSA may also award Federal Supply Schedule contracts that permit military and civilian agencies to order directly from suppliers. Purchases range from automated data and telecommunications systems to motel accommodations for government travelers.

The Defense Logistics Agency (DLA) manages and buys approximately two million general supply items for the military services. DLA purchases include food, clothing, textiles, medical and dental equipment and construction equipment.

The Veterans Administration (VA), through its Marketing Center in Hines, Illinois, contracts for such items as medical, dental, and surgical supplies; drugs and chemicals; nonperishable foods; prosthetic and orthopedic aids; medical, radiological, and laundry equipment; and uniforms and flags.

There are other offices throughout the government that consolidate the buying needs of customers throughout the nation and the world. Consult the publications entitled "U.S. Government Purchasing and Sales Directory" and "Selling to the Military" (see Appendix 3) for locations of these central offices and other buying offices of the individual Federal agencies. Both of these publications are discussed later in this publication.

Individual Federal Agencies

Each Federal agency has its own unique mission and, therefore, has different purchasing needs. The following paragraphs discuss a few major categories of product and service requirements of the larger procuring agencies.

A. The Department of Defense (DOD), by far the largest procuring agency with approximately three-fourths of the contracting dollars spent in the Federal Government (see Figure 1), spends most of its money on the acquisition and support of sophisticated military hardware systems. DOD has initiated a very active competition advocate program that concentrates on finding new sources for spare parts for these hardware systems. A very few of its unique purchasing requirements are as follows:

1. Army—engineering, construction and real estate programs for both U.S. and foreign governments, infrared and microwave research, camouflage materials, new clothing requirements, laundry;

2. Air Force—aircraft, missile and related weapons support systems spare-parts, repair and maintenance base support, commodity and services.

3. Navy—management consulting, engineering, development and production of cruise missiles, shipbuilding, ship chartering and ocean shipping services.

B. The Department of Energy (DOE) procures energy-related research, development and engineering services by contract and assists both private and public institutions through grants and agreements.

C. The National Aeronautics and Space Administration (NASA) procures space-related research and development space vehicles and related hardware and components.

D. The Veterans Administration (VA) procures hospital supplies, maintenance and repair of medical and scientific equipment, design and construction activities for the VA medical centers and the national cemetery system.

E. The Department of Agriculture (USDA) procures farm equipment and supplies, tree planting services, soil sampling equipment and food commodities.

F. The Department of the Interior (DOI) contracts for National Park Service concessions, fish foods, oceanographic environmental studies, ecological investigation studies, and construction of dams...

G. The Department of Health and Human Services (HHS) contracts for Health-related services (food and drug, research on mental health, the aging process, etc.) and also has a very active grant program for basic research and development in health delivery systems. Construction contracts.

H. The Department of Transportation (DOT) procures air traffic control equipment, buoys, research on vehicle propulsion, vehicle safety and research and development studies on the design and construction of the nation's highway system.

I. The Tennessee Valley Authority (TVA) contracts for the operation of electrical power plants, construction of dams and locks, and the development and experimental production of fertilizers.

Government Tools For Identifying Potential Offerors

The Bidders List

The Bidders List is the tool most widely used by Federal Procurement Offices to identify potential contractors.

A. Definition

A **bidders list** contains names of suppliers of materials and services which are possible sources from whom bids may be solicited. The bidders list is made up of business firms that have advised the buying office of a Federal agency or department that they want to bid on a particular item and have supplied data showing their ability to fulfill contracts for the item, service or project.

Generally, bidders lists are the basis for government purchases. The business that wants to sell to the government should make sure its name is on all appropriate bidders lists.

In some cases, however, the purchasing office will want bids from additional firms not listed on its bidders list. These firms are usually located through public advertisements in the ***Commerce Business Daily,*** trade papers, notices in post offices and by Small Business Administration representatives such as Procurement Center Representatives or Commercial Market Representatives.

B. Agency Qualifications

How do government agencies generally identify a supplier who qualifies for their bidders lists?

1. Some sources of information agencies use to find appropriate bidders are:

- experience with firms offering items similar to those now required,
- trade and professional publications that identify potential suppliers,
- contracts with professional associates and associations,
- trade shows and sponsored procurement conferences, seminars and workshops,
- visits by representatives of small business firms.

2. Some of the factors considered by agency purchasing officials in evaluating prospective suppliers for their bidders lists are:

- size of firm,
- past experience,
- financial status,
- management staff capabilities,
- the company's record with regard to labor relations,
- work capacity,
- bonding capacity,
- product service record,
- facilities,
- location,
- professional credentials,
- reputation,
- reference checks.

3. Government purchasing agencies require potential suppliers to file an application for placement on their bidders lists. The application package may consist of the following:

- *Standard Form 129* (for all agencies),
- a listing of products/services bought by an agency. These lists are available through your local SBA office and, as indicated earlier, the specific interests are identified in the "U.S. Government Purchasing and Sales Directory."

(You will find a sample of Standard Form 129 in Appendix 1.)

C. General Procedures for Getting on a Bidders List

1. You must locate the agency or agencies in the market for the product or service you are selling.

2. You must request and file the Standard Form 129 for each civilian or military agency you want to sell to and any additional required forms for military agencies.

3. Your product or service must conform to particular government specifications.

Step 1. Locating the Appropriate Agency

There are several ways to find out which agencies are in the market for the product or service you sell.

a. If you can supply only one or a few products or services, contact the SBA field office that serves your area. This office can tell you which agencies are your prospective customers. (These offices are listed in Appendix 2.)

b. If you can supply a variety of products or services you should obtain and evaluate additional sources of information and data on government purchasing. Three helpful sources are:

- the SBA publication, ***U.S. Government Purchasing and Sales Directory***

- the Business Service Centers of the General Services Administration. These Centers act as the purchasing agency for many general use items purchased by civilian and military agencies of the government.

- the ***Commerce Business Daily*** (CBD) published Mondays through Fridays by the U.S. Department of Commerce.

The CBD provides lists of invitations for bid, requests for proposals, large contracts offering subcontract possibilities, contract awards, sales of surplus Federal property, and foreign marketing opportunities.

Step 2. Filing the Standard Application Forms

a. Request the Solicitation Mailing List Application (Form SF129) from the agencies whose bidders lists you want to be on.

b. Read these carefully, making sure you understand all of the requirements.

c. Describe your product/service according to the specifications given on the list of products/services bought by the agency. If the products/services list is not included, or if the list does not contain the exact item your company can furnish, a separate sheet attached to the application should indicate:

- the specific name of each product or service your firm offers, using government classification codes;

- any product or service your firm has supplied under previous government contracts;

- a full description of each product or service listed, using government descriptors;

- the government specification number for each product or service listed.

d. Write a cover letter for the SF 129 asking for confirmation of your placement on the bidders list for the products/services you have specified.

Step 3. Conforming to Federal Specifications

a. Sources for specifications and standards are:

- **Index of Federal Specifications and Standards and Commercial Item Description.** This is a complete list of government-wide specifications and standards and is available from the Superintendent of Documents, Government Printing Office (GPO), Washington, D.C. 20402, or GSA Business Service Centers (listed in Appendix 2).

- GSA Business Service Centers. A discussion on the functions of these Centers is found later in this publication.

- **Military Specifications and Standards**, available from the Naval Publications and Forms Center, 5801 Tabor Avenue, Philadelphia, PA 19120.

b. The classification system is described in:

- **Cataloging Handbook H2-1**, a basic guide published by the Defense Logistics Agency, available from Superintendent of Documents, see address above.

- **Standard Industrial Classification Manual**, a comprehensive listing, available from Superintendent of Documents, see address above.

c. The **Federal Acquisition Regulation**, (FAR) is the primary regulation governing Federal agencies in their acquisition of supplies and services. FAR became effective April 1, 1984. Copies of FAR are available for reading and study in each SBA field office (see Appendix 2). Part 10 of FAR concerns specifications, standards, and other purchase descriptions.

The Procurement Automated Source System (PASS)

A. Definition

The Procurement Automated Source System (PASS), developed by the Small Business Administration, is a computerized list of small businesses interested in being a prime or subcontractor for Federal procurement requirements.

B. How PASS Works

The PASS can respond to requests of Federal procuring offices or purchasing agents of prime private contractors for a computer printout of small businesses in the system with the capabilities required to deliver a particular product or service.

PASS uses a key word system that identifies the capabilities of registered companies. All key words used to describe a firm's capabilities are listed in a PASS thesaurus which is available at every SBA office. You may use several key words to describe the various capabilities of your firm. PASS also permits the identification of women-owned or minority-owned small business firms.

The PASS system can be searched for businesses by geographic location, type of ownership, labor surplus area and other data elements. The system provides small business sources for specific procurement opportunities by searching and

Commerce Business

Daily is a unique Federal procurement publication charged by law with publicizing:

- All proposed procurements of $25,000 or more by **Federal Agencies**
- All Federal Contract Awards of $25,000 or more for the benefit of potential subcontractors
- **Foreign Government Procurements**

Most **Commerce Business Daily** synopses are somewhat compressed to save space. However, they're easy to read once you get used to the format and abbreviations.

This sample entry, taken from the **Supplies and Equipment** section, is typical of the format—though, of course, the contents are much too wide-ranging to be typified by a single example:

All symbols used are explained in each issue. For example:

● The Procurement item is 100 percent set aside for small business concerns.

★ This synopsis is published for informational purposes to alert potential subcontractors and/or suppliers of the proposed procurement. Additional proposals are not solicited.

NUMBERED NOTES are published only on the first working day of each week. The pages containing the "notes" should be retained for reference.

There are 96 subject codes used in Commerce Business Daily.

The number in parenthesis is the Julian Date indicating when this item was edited. It is not part of the synopsis.

★ 10--SWITCH ASSY: NSN 1R01095-00-580-0806 DA—Part Nos. 61A107D66 & 3554173-605—175 ea—Issuing Order N00383-77-A-7501-0650 on 17 May 78 with McDonnell Douglas Corp., Douglas Acft. Co., Long Beach, CA. See note 46.

● 10--FIRING LANYARD—Used on the Multiple Bomb Rack of the Various Acft.—NSN 1RM1095-00-151-4385 BX—Navair Drawing No. 292AS110—8611 ea—East & West Coast Destinations—SBSA IFB N00383-B-0417—Bid opening 12 Jun 78. See note 42. (129)

Navy Aviation Supply Office, 700 Robbins Ave.,
Philadelphia,
PA 19111

Common abbreviations used

IFB	Invitation for Bid
RFP	Request for Proposal
RFTP	Request for Technical Proposals
RFQ	Request for Quotation
P/R	Purchase Request
P/N	Part Number
Sol	Solicitation
PIN	Pre-Invitation Notice
NSN	National Stock Number
ASPR	Armed Services Procurement Regulations
FPR	Federal Procurement Regulations
NSNA	No Stock Number Assigned
FSN	Federal Stock Number
o/a	On or About
BOD	Bid Opening Date
BOA	Basic Ordering Agreement
IAW	In Accordance With
NLT	No later than
PED	Project Engineering Development
SBSA	Small Business Set Aside

AGENCY TO CONTACT for bid documents and information.

Note: In cases where several synopses from the same agency are grouped together (as in sample), the address is only run once after the last item and separated from other entries by horizontal "spacer" lines.

Figure 2

matching over 7,000 key words. This data is also available to any individual or corporation wanting to contract or subcontract for products or services.

In order to be listed in the SBA PASS system you must fill out a simple one-page self-mailer application form and return it to SBA. (See Appendix 1.) It can be completed in a few minutes and your firm will then be profiled in the system. Appendix 2 contains a list of SBA Regional Procurement Source Specialists available to assist you with your application or help you to retrieve firms listed on the system. Registration is free.

The Qualified Products List (QPL)

A. Definition

A Qualified Products List (QPL) contains the names of companies that have demonstrated the ability to produce standard products purchased periodically by a Federal agency. When one of these products is needed, government purchasing agents solicit bids from businesses whose products are on the appropriate QPL. A sample product must be submitted and tested by the agency or by an approved testing company as part of the QPL process.

B. Qualification

Products are tested for compliance with the requirements of a specification prior to and independently of government procurement. The qualification procedure prevents possible delay in delivery of products under contract that might be caused by problems in design or composition.

The fact that a product has been tested and placed on a QPL shows only that a manufacturer can produce this item according to required specifications. It does not guarantee purchase from that manufacturer.

How Does the Government Make Known Its Needs?

There are several approaches that the government utilizes to tell or advise prospective sellers what goods and services it wants to buy. As indicated earlier in this publication, the ***Commerce Business Daily*** (CBD) is a document listing proposed government purchases, subcontracting leads, contract awards, sales of surplus property and foreign business opportunities. Subscriptions to the CBD are available from the Government Printing Office or the Department of Commerce. In addition, Regional GSA Business Service Centers and SBA offices have copies of the CBD for review. Many libraries also subscribe to the publication. Figure 2 is a sample entry from the CBD. In referrring to the CBD, note that number "1" before a procurement announcement indicates that the requirement is 100% set-aside for small business firms.

GSA Business Service Centers (BSC)

The General Services Administration (GSA) is the Federal Government's purchasing agent for certain common use items. Consequently, the GSA Business Service Centers are a logical marketing source. If GSA is not the proper market, the personnel at the BSC will direct you to the appropriate Federal agency or department. (Full addresses of the 12 Business Service Centers can be found in Appendix 2.)

The Business Service Centers in your area can provide the following services:

1. counseling for small businesses interested in Federal contracts,

2. copies of bid requirements,

3. bidders mailing list applications, invitations for bid, product specifications,

4. aid in locating small business set-aside programs for contracting and subcontracting,

5. general procurement assistance from Small Business Information Officers.

Defense Logistics Agency (DLA)

A major buying agency of the Department of Defense, the DLA has six supply centers which manage specific items. (The supply centers are listed in Appendix 2). Management and administration of most defense contracts are consolidated under DLA through the **Defense Contract Administration Services** (DCAS). You can get information on contract and subcontract opportunities from the **Small and Disadvantaged Business Specialist** office at the nearest DCAS regional office. (See Appendix 2 for addresses.)

Other Resources

A. **U.S. Government Purchasing and Sales Directory.** A comprehensive guide to government purchasing and sales activities, published by the Small Business Administration. The directory lists products and services bought by the Federal Government and indicates which agencies buy them and which of their purchasing offices should be contacted by potential suppliers. The directory also lists the types of surplus property sold by the government, locations of state offices and indicates SBA assistance available in obtaining surplus property. (Available from the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402.)

B. **Doing Business With the Federal Government**. This General Services Administration publication describes the procurement organization of the Federal Government and discusses basic principles of Federal Government procurement. (Available from the Superintendent of Documents, see address above. GPO 022-000-00186-8.)

C. **Small and Disadvantaged Business Utilization Specialists.** This booklet lists the names and telephone numbers of over 600 Department of Defense Small And Disadvantaged Business Utilization Specialists (SADBU). Their assignment is to help small business firms locate military bidding opportunities. (Available from the Superintendent of Documents, see address above. GPO 008-000-00390-4.) Civilian agencies also have these small business specialists to assist you in doing business with their agencies. (See Appendix 2.)

D. **Selling to the Military**. This is a comprehensive guide on finding bid opportunities and selling to the Department of Defense. Its coverage includes the following:

- information on how to get on bidders lists,
- addresses of major purchasing offices,
- a description of the Federal Government's system of specifications,
- information on military exchange services
- information on bid opportunities in research and development.

(Available from the Superintendent of Documents, see address above. GPO 008-000-00345-9.)

E. **Small Business Guide to Federal Research and Development.** This publication provides small, technically oriented firms with information about bid opportunities in research and development (R&D) with the Federal Government. It describes how to get Federal R&D support and how to use Federal Document Retrieval Systems, which can be a source of substantial information. A venture capital primer for small business firms is included. Research and development bid opportunities offered by Federal agencies are described, and the offices and individuals to contact are listed. (Available from The National Science Foundation, Office of Small Business R&D, 1800 G Street, N.W., Washington, D.C. 20050.)

F. **Selling to NASA**. This publication describes how, what, and where the National Aeronautics and Space Administration (NASA) buys. Another useful NASA publication, **How to Seek and Win NASA Contracts**, tells how to put your bid together. (Available from NASA, Director of Procurement, Washington, D.C. 20546.)

G. **United States Government Organization Manual**. This manual lists practically every Federal agency, with telephone numbers for obtaining information, including listings of purchasing offices. (Available from the Superintendent of Documents, see address above. GPO 022-003-01099-8.)

H. **Contracting with the United States Department of Transportation**. This publication tells how, what and where the Department of Transportation buys, and provides up-to-date addresses and phone numbers for each DOT procurement officer.

What Are the Government's Methods of Buying?

As indicated earlier in this publication, there are two methods Contracting Officers utilize to acquire the products and services needed by the Federal Government. They are:

A. *Formal Advertising*, (sealed bidding) involving the issuance of an Invitation for Bids (IFB) (**Reference:** *The Federal Acquisition Regulation*, Part 14).

B. *Competitive Proposals*, involving the issuance of a Request for Proposals (RFP) (**Reference:** *The Federal Acquisition Regulation*, Part 15).

In April 1985, in accordance with the provisions of Public Law 98-369 (Title VII, Division B, of the Deficit Reduction Act of 1984), the current preference for formal advertising was largely eliminated. The emphasis will be on "full and open competition" whether it be obtained by "sealed bid" (Formal Advertising) or "competitive proposals." (Negotiation).

Formal Advertising—(Sealed Bidding)

Invitation for Bids

A. Solicitation process

1. **Invitation for Bids** (IFB) is sent to firms on the bidders list.

2. Public announcements will be placed in the **Commerce Business Daily**, and may also be placed in trade papers, posted in post offices, and filed with SBA's procurement center representatives.

B. Solicitation Package

The Invitation for Bid, or Solicitation Package, contains **Standard Form 33** (see Appendix 1) with instructions and specifications for preparing bids. Typically, this will include.

1. a description of specifications for the product or service being procured,
2. delivery schedule and packaging/shipping requirements,
3. payment schedule and terms,
4. standard contract provisions and clauses,
5. deadline for submitting bids,
6. date and time of bid opening,
7. certifications and representations to be filled in by the offeror.

C. Contract award

When bids are opened, the bidder quoting the lowest price is awarded the contract if the bid is **responsive** and if the bidder qualifies as a **responsible** firm.

1. **Responsive bid**. The contractor has agreed to perform on the government's terms and complies with the IFB in all important respects, including the method and timeliness of bid submission and the substance of any resulting contract.

2. **Responsible bidder**. Responsibility refers to the contractor's ability to perform the contract. Determining factors include financial capacity, plant capacity, skill, judgment and integrity. The Contracting Officer makes this determination from data kept in the department or agency, and/or through a pre-award survey.

D. Time span

Generally 90 to 120 days from solicitation of bids to bid opening and contract award.

Figure 3 indicates the key or significant events in the Formal Advertising process.

Buying or Contracting by Negotiation—Request for Proposals

A. Solicitation process

1. When formal advertising is not suitable or possible due to the nature of the product or service sought, the government will negotiate for the product or service. Small purchases are most often made through special expedited negotiation procedures. Purchases under $25,000 are "set-aside" for small businesses if the Contracting Officer determines that (a) there is a reasonable expectation that offers will be obtained from at least two responsible small business concerns and (b) awards will be made at reasonable prices.

2. Requests for Proposals (RFP) are issued to potential contractors whose names are on the agency bidders list. RFPs are also sent upon the request of any prospective contractor.

3. Public announcements are also made, such as those in the ***Commerce Business Daily***.

B. Proposal Requirement

The Request for Proposals (RFP) describes the product or service desired, delivery time, and other terms of the contract. The Request for Quotations (Standard Form 18, see Appendix 1) is usually used to submit quotations for small purchases, but may also be used for large purchases. Proposals submitted are generally expected to contain:

1. pricing information,

2. a description of products or services offered.

C. Contract award

1. The contract award is made through evaluations and negotiations after proposals have been received and reviewed.

2. Award is made to the offeror whose final offer is most advantageous to the government, not necessarily the company offering the lowest price.

D. Time span

For negotiated contracts, the time involved varies in accordance with the

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Sealed Bids Process

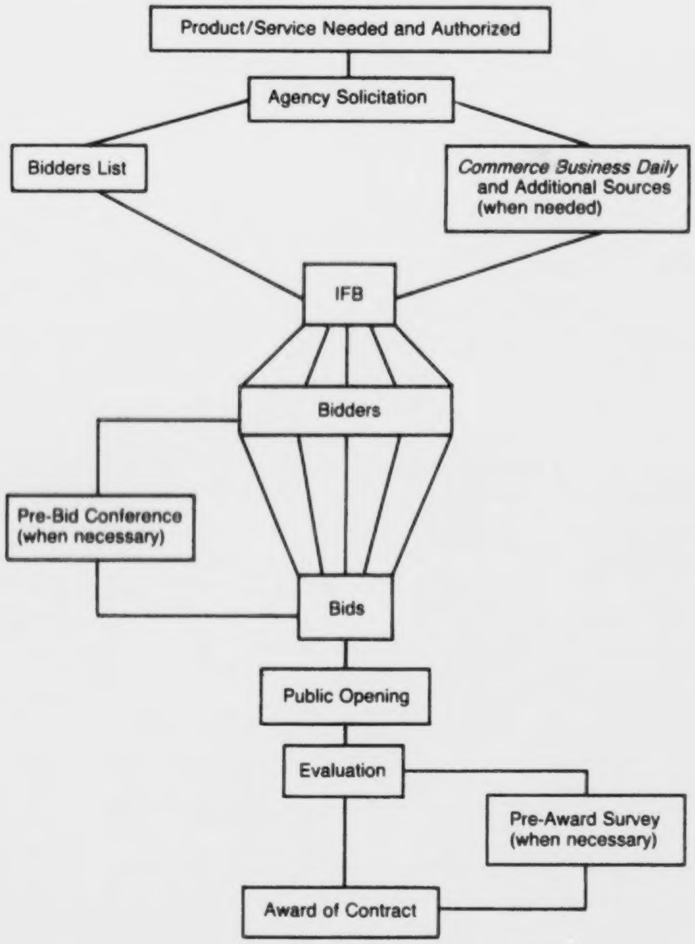
Product/Service Needed and Authorized
Agency Solicitation
Bidders List
Commerce Business Daily and Additional Sources (when needed)
IFB
Bidders
Pre-Bid Conference (when necessary)
Bids
Public Opening
Evaluation
Pre-Award Survey (when necessary)
Award of Contract

Figure 3

contract type and complexity of the requirement.

Figure 4 indicates the key or significant events in the Negotiation process.

A prospective offeror should be aware of two events that may take place in either Formal Advertising or Negotiation:

A pre-bid or pre-proposal conference may be used by a Contracting Officer generally in a complex acquisition, as a means of briefing prospective offerors and explaining complicated specifications and requirements. Such conferences are held after the solicitation has been issued, but before offers are submitted.

Pre-Award Survey. When it is deemed necessary to further evaluate a prospective contractor prior to a contract award to ensure performance, a pre-award survey is conducted at the request of or by the contracting office.

Unsolicited Proposals

In addition to responding to IFBs and RFPs, a firm may also submit an unsolicited proposal when it believes it has a product or service of interest to an agency. This is done frequently in the research and development field. It does require however, a knowledge of specific agency funding programs. Federal agencies have established procedures for receipt and evaluation of these proposals. However, it is recommended that prior to expending the effort on a proposal, preliminary contacts be made with a particular agency to ascertain its specific procedures for submission and evaluation and the general need for the kind of effort or product to be presented in the proposal. (**Reference:** *The Federal Acquisition Regulation*, Part 15, "Contracting By Competitive Proposals "Subpart 15.5—Unsolicited Proposals.")

Types of Contracts

Contracts can be categorized into two basic types: fixed price and cost-reimbursement.

A. Fixed Price Contracts

- place upon the contractor the responsibility for costs and the risk of incurring a loss,
- may be a firm fixed price which does not permit any adjustment on the basis of the contractor's cost experienced in performing the contract,
- are used in all sealed bid procurements, as well as many negotiated procurements,
- have variations that include provisions for economic price adjustments, provisions for adjusting price based on performance, provisions for adjusting the price after a specified initial period of deliveries or performance.

B. Cost Reimbursement Contracts

- provide for payment of allowable incurred costs to the extent prescribed in the contract,

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Competitive Proposals Process

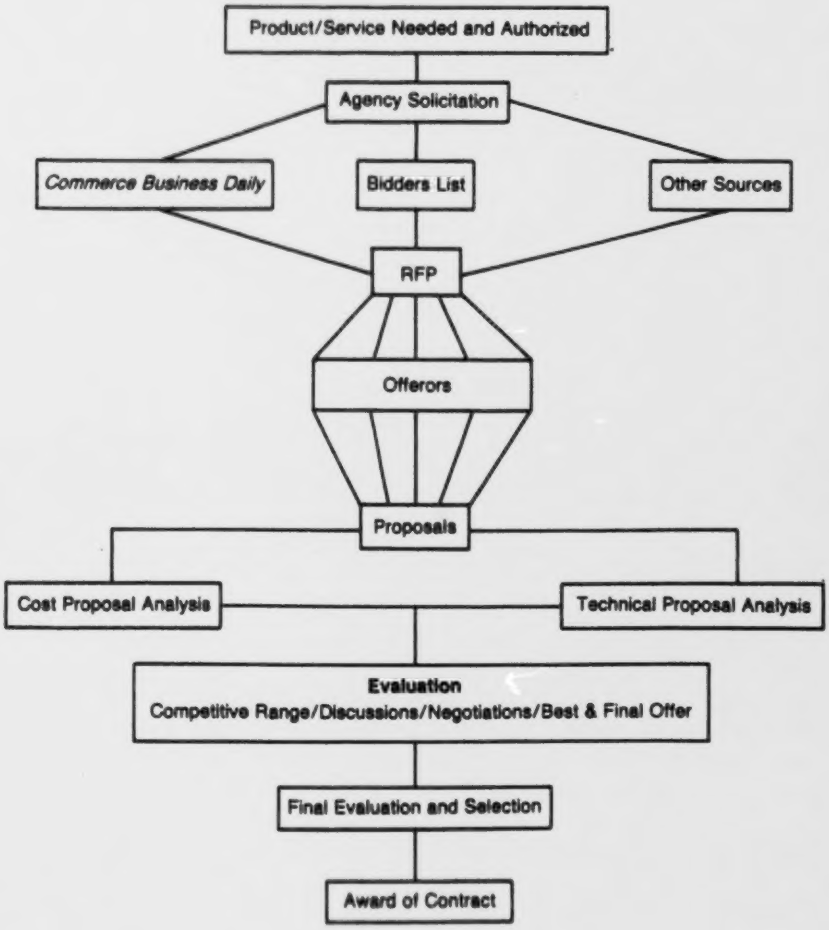

Product/Service Needed and Authorized
Agency Solicitation
Commerce Business Daily
Bidders List
Other Sources
RFP
Offerors
Proposals
Cost Proposal Analysis
Technical Proposal Analysis
Evaluation
Competitive Range/Discussions/Negotiations/Best & Final Offer
Final Evaluation and Selection
Award of Contract

Figure 4

- establish a ceiling price above which a contractor may not exceed (except at her own risk) without the approval of the Contracting Officer,

- have variations that include incentive provisions and provisions for the contractor sharing the cost.

(Cost sharing contracts are used in research contracts that have commercial applicability.)

Other contracts that do not fit neatly into the two main types include Time and Material (T&M) contracts—where the price for hourly wages are fixed, but the hours are not (they are estimated); and Letter Contracts, which are preliminary contractual instruments used to authorize a contractor to begin work on an urgent requirement. (**Reference:** *The Federal Acquisition Regulation*, Part 16.)

General Contract Provisions and Clauses

Besides specific instructions and descriptions, government contracts include many required clauses. The substance of these clauses will vary, depending on the product or service under contract and depending on the type of contract. There may also be "special" clauses for specific contracting situations. Required, as well as optional, clauses are published in **The Federal Acquisition Regulation** (FAR). Contracting Officers must use required clauses as stated in the FAR. The FAR provides that contract clauses prescribed by the FAR may be incorporated in the contract by reference.

(**Reference:** *The Federal Acquisition Regulation*, Part 52.)

PART 2

SELLING TO THE GOVERNMENT

Before You Begin

Selling to the Federal Government is, in some ways, similar to selling to the private sector. As you learn about Federal procurement procedures keep in mind that many of the same marketing techniques and strategies you already employ may be applicable here. Don't neglect to use your common business sense. Some tips:

- Get to know the agency and understand the context in which your product or service could be used.

- Obtain available information on past awards, quantities, costs and awarders.

- Become known to potential purchasers.

Before proceeding, take a moment for introspection. Take a close look at your company and consider what the government will look for when considering your company for a Contract award. Such things as financial status, staff capabilities and track record are all of interest to the government. There are also many ways to give your company a competitive edge. For example:

A. **Does your company exhibit at trade shows and send representatives to business conferences?**

Government Contracting Officers attend these affairs in all areas of the country. Trade show exhibits present a personalized image of a business and are a creative and relatively inexpensive way to display your capabilities to a large audience of prospective customers. Attending business conferences gives visibility to your company's name, products and services.

B. **Do you regularly look over trade or state-of-the-art publications relevant to your product or service line?**

Your company will be able to present an "on-top-of-it" image of its product/service line if your staff members are aware of the latest activities in their skill areas. You will often find ideas for improving your marketing techniques through these publications. You might even want to submit an article or report to one of them about a special experience of your company. These publications are another source government agencies use in finding purchasing sources or commodities they might want to buy.

C. **Do staff members of your company belong to professional associations and/or civic organizations?**

Not only a way of making contacts, these groups can also provide opportunities for staff members to informally advertise some of the unique qualities of your company. Through their personal involvement in the group's activities, they give visibility to the company. Federal agency purchasing officers regularly go over the membership lists of such associations and organizations in looking for procurement sources.

Now may be the time to do some homework. This publication includes a comprehensive list of Agency resources (see Appendix 2). . . use them! These offices can give you guidance to programs, publications, and workshops in your area, on any subject from accounting to marketing.

Government procurement procedures and terminology may understandably perplex you. Recognize that familiarity with standard terms will help you communicate more effectively with Contracting Officers and perhaps improve your chances for award of a contract. This publication also contains an extensive bibliography of government procurement publications, many of which are available free of charge. By reading some of these, you may find yourself one step ahead of the competition.

Subcontracting With a Prime Contractor

If, after assessing the capabilities and capacity of your firm, you conclude that you are not ready to bid competitively for prime contracts, consider the opportunities available through subcontracting with a prime contractor. The experience gained from satisfactorily performing as a subcontractor will assist solicitations as a prime contractor. Furthermore, subcontracting in itself can be a profitable experience and a growth opportunity for your firm.

P.L. 95-507 (amending the Small Business Act of 1953)

This law is intended to increase subcontracts to small and small disadvantaged businesses on large prime contracts.

The Act directs that Federal contracts over $10,000 shall contain a clause entitled, **Utilization of Small Business Concerns and Small Business Concerns Owned and Controlled by Socially and Economically Disadvantaged Individuals.**

The law, among other things, requires that:

1. prime contractors, on contracts of over $500,000—($1,000,000 for construction contracts)—submit a subcontracting plan containing percentage goals for subcontracts to small and small disadvantaged businesses;

2. prime contractors afford small and small disadvantaged businesses the "maximum practicable opportunity" to compete for subcontracts;

3. authorizes the Small Business Administration, in both formally advertised and negotiated contracts, to review the subcontracting plan. A failure of the prime contractor to comply in good faith with its approved plan may subject the contractor to termination for default.

The requirement to submit a subcontracting plan does not apply to:

1. small business prime contractors;

2. contracts under the prescribed dollar amounts;

3. prime contracts not offering subcontracting possibilities;

4. contracts to be performed entirely outside the United States.

Recommendations:

As a small business engaged in subcontracting, be sure you understand the terms and conditions of a subcontract. Ask:

1. how you will receive compensation from the prime contractor;

2. how much you can rely on the prime contractor for special tools, engineering advice, information on manufacturing methods, etc.;

3. how quality control and inspection procedures will be applied in your subcontract.

Subcontracting Opportunity Resources

A. The ***Commerce Business Daily*** (CBD)

B. Subcontracting Assistance Program of the SBA

C. Small and Disadvantaged Business Utilization Specialists (SADBU) of various government agencies

D. Business Service Centers of the GSA

E. Attendance at trade shows and procurement opportunity conferences

F. **Small Business Subcontracting Directory,** published by SBA. Available at your local SBA office

Benefiting From Government's Programs

Small Business Administration (SBA)

One of the major responsibilities of the SBA is to assist small businesses in obtaining a fair share of the Federal Government contracts.

Programs and services available to you are:

A. **Office of Women's Business Ownership**

In addition to its other responsibilities, the Office of Women's Business Ownership assists women-owned businesses with Federal procurement by negotiating Federal prime contracting goals and developing Federal procurement training programs. Women's Business Ownership Coordinators and Representatives in SBA offices throughout the country can guide you to the appropriate procurement contact. (See Appendix 2.)

B. **Information on Government Buying**

1. SBA's counseling service assists small businesses in identifying the products or services they can sell to the government, how and where to obtain government specifications for their products or services, and how to get on an appropriate bidders list.

2. Contract Opportunity Meetings are held in SBA regional offices for representatives of small businesses to discuss purchasing needs and contracting opportunities with officials of government agencies and prime contract holders.

3. SBA makes available a large body of publications on various aspects of selling to the Federal Government (See Bibliography, Appendix 3.)

C. **SBA Procurement Center Representatives (PCRs)**

PCRs are stationed throughout the country at major military and civilian buying programs. Their duties include:

1. review of procurement requirements and negotiation for small business where they are appropriate,

2. recommendation of small business sources to Contracting Officers.

D. **SBA Commercial Market Representatives (CMR)**

CMRs are located in field offices around the country. (See Appendix 2.) Their duties are to:

1. assist small businesses in discovering and expanding subcontracting opportunities, (The PASS system is used to help identify small businesses that may qualify for particular subcontracts. This information is submitted to large prime contractors.)

2. assist large businesses in interpreting P.L. 95-507 and in implementing regulations, including the formulation of subcontracting plans,

3. conduct pre-award and post-award evaluations of subcontracting plans as requested by government Contracting Officers.

4. conduct ongoing subcontract compliance evaluations to make sure that prime contractors are implementing their subcontract plans.

E. Section 8(a) of the Small Business Act

This provision authorizes the SBA to enter into a prime contract with another government agency. The SBA then subcontracts actual performance of the work to a small socially and economically disadvantaged business eligible for program participation.

1. *Eligibility:* To be eligible for 8(a) program participation a small business concern must be at least 51% owned, controlled and operated on a daily basis by one or more socially and economically disadvantaged persons. Black Americans, Native Americans, Hispanic Americans, Asian Pacific Americans, and Asian Indian Americans have been officially designated socially disadvantaged groups. Women as a group have not been so designated. To be eligible, members of non-designated groups must show proof of social disadvantage. Economic disadvantage must be established for all applicants. SBA makes eligibility determinations on a case-by-case basis.

2. *Application:* To apply for 8(a) assistance, a business must submit the necessary forms to the nearest SBA office. Being in the 8(a) program does not, however, guarantee award of an "8(a) contract."

F. Technical Assistance

1. SBA regional or field offices, through PASS, identify small research and development (R&D) firms which government agencies and prime contractors may refer to for contracting and subcontracting needs.

2. SBA personnel assist small businesses in sharing the benefits of research and development programs carried out by Federal agencies under government contracts or at government expense. (see Small Business Innovation Research Program listed below.)

G. Answer Desk

The answer desk is the SBA telephone hotline. This information and referral service is offered on a toll-free telephone line to entrepreneurs in the 48 contiguous states and Puerto Rico.

1. The telephone number is 1-800-368-5855 (in Washington, D.C. — 202/653-7561).

2. The answer desk can also be reached on Telecommunication Devices for the Deaf (TDD), a service for persons with hearing or speech impediments.

3. The telephones are open from 9:00 a.m. to 5:00 p.m., Eastern time, Monday through Friday.

H. Surety Bond Guarantee Program

This guarantee program is designed to assist a small business in need of bonding in order to obtain a government contract. SBA is authorized, for a fee, to guarantee a qualified surety company up to 90% of any losses incurred under bid, payment or performance bonds on contracts up to one million dollars.

The small business applies through a surety agent who then submits financial and credit information and specific SBA forms to the surety company. The surety company submits all required documentation to SBA for final approval.

I. Small Business Innovation Research (SBIR)

The Small Business Innovation Development Act directs that small firms receive a fixed annual percentage of research and development (R&D) dollars from Federal agencies with R&D budgets of $100 million or more.

The Act requires the SBA to develop and implement a Small Business Innovation Research program (SBIR) over a four year period for civilian agencies and over a five year period for the Department of Defense.

Twelve agencies currently have SBIR programs. Each agency is responsible for making awards to small business concerns and the SBA is responsible for monitoring and overseeing the program. (See Appendix 2).

Offices of Small and Disadvantaged Business Utilization (OSDBU)

Small and Disadvantaged Business Utilization Specialists (SADBUs) are located at federal contracting offices throughout the country.

These specialists:

1. assist small businesses, small disadvantaged businesses, women-owned businesses, and labor surplus area businesses in marketing their products and services to the Federal Government;

2. give information and guidance on Federal procurement procedures, how to get on a bidders list, and where there are both prime contracting and subcontracting opportunities;

3. work with SBA, especially through the PASS system, to find potential bidders from the small and disadvantaged business community.

Department of Commerce (DOC)

A. The Department's **Minority Business Development Agency** (MBDA) provides comprehensive assistance services to minority-owned small businesses.

The Minority Business Development Centers (MBDCs) comprise a nationwide network for delivery of MBDA and other Federal programs that assist minority businesses. Services include general business consulting; financial assistance; management and technical assistance with business start-ups or expansions, and assistance in obtaining contracts with government agencies (see Appendix 2).

B. **Federal Procurement Conferences are sponsored primarily by Members of Congress, and coordinated by the Department of Commerce (DOC) and the SBA. Business owners are provided the opportunity to meet** Federal procurement specialists and representatives of prime contracting firms. These specialists inform businesses about:

1. Federal procurement processes,

2. government aids and services available to small businesses, and

3. active opportunities to sell to Federal agencies and prime contractors.

Information about these conferences may be obtained by contacting DOC's nearest office or the office of the sponsoring Member of Congress. Announcements of Federal Procurement Conferences are also found in the **Commerce Business Daily** (CBD).

Federal Procurement Data Center (FPDC).

One excellent marketing tool is the Federal Procurement Data Center, a part of the General Services Administration. The FPDC is a convenient, consolidated source of Federal buying information. Business owners may ask FPDC for a list of all Federal contracts, over $10,000 for civilian agencies and over $25,000 for Department of Defense agencies, awarded in a specific industry. Only summary data is available below these dollar minimums. The request may cover a quarter or an entire year. The center can provide the user with twenty-four different pieces of information including:

1. the name of the agency that contracted and the period covered,

2. the contract number,

3. the purchasing or contracting office,

4. the date of the award,

5. the principal place of performance,

6. the dollars obligated,

7. the principal product or service.

FPDC can also furnish socioeconomic data, the name and business location of the contractor, the method of procurement and other pertinent details. Any business owner interested in knowing which Federal agency or department bought what, when, how much and from whom, may simply request such information from the Federal Procurement Data Center. FPDC charges a minimal fee dependent upon the volume of information sought.

Federal Procurement Data Center
4040 North Fairfax Drive, Suite 900
Arlington, Virginia 22003
(703) 235-1326

Department of Transportation (DOT)

The Department of Transportation has regulations to increase disadvantaged business participation in its large financial assistance programs for highways and mass transit.

The regulation:

1. carries out section 105(f) of the Surface Transportation Assistance Act of 1982;

2. provides that not less than ten percent of authorized appropriations under the Act be for contracts with disadvantaged small firms (as defined by section 8(a) of the Small Business Act); and

3. continues the Department's existing requirement of separate goals for women-owned businesses.

In addition to obtaining general counseling on how to contract with the Department from the staff of the Secretary's Office of Small and Disadvantaged Business Utilization, women business owners can take advantage of short-term lending and bonding programs, accessible through a national network of Program Management Centers.

What If I'm Unsuccessful In My Bid Or Proposal?

Debriefing/Evaluation in the Negotiation Process

Each proposal is evaluated in detail before a contract is awarded. If your company was not awarded the contract you may ask the Contracting Officer for a "debriefing." A debriefing may be accomplished in person or by phone. You may ask the Contracting Officer which aspects of your proposal prevented your company from receiving the award and how you may improve in the future. Many women business owners have found this constructive criticism to be the key to successfully responding to future solicitations by the Federal Government. (**Reference:** *The Federal Acquisition Regulation*, Part 15, Contracting by Negotiation, Paragraphs 15.1001, "Notification to offerors," and 15.1002, "Debriefing of Unsuccessful Offerors.")

Certificate of Competency

A small business, though the low bidder, may not receive the Federal Government contract on which it bids. A Contracting Officer may propose to reject the bid because he or she determined that the small business, although **responsive,** lacks certain elements of **responsibility.** Elements of **responsibility** include, but are not limited to, competency, capability, capacity, credit, integrity, perseverance, and tenacity.

SBA is authorized by law to certify a small business firm with regard to any of these elements of responsibility. Consequently, if a Contracting Officer rejects or proposes to reject a bid of a responsive small business on any of the elements of responsibility the case is referred to SBA. The small business firm is notified of this decision by SBA personnel and given the opportunity to apply for a Certificate of Competency (COC).

The bidder must furnish SBA with data and documentation to establish responsibility. This data and documentation may include items such as letters of credit, current financial statements, supplies or vendor quotations (if applicable) and production plans (if applicable).

SBA will review the firm's application and if it grants the COC, it is binding on the Contracting Officer. A COC is valid only for the specific contract for which it is issued.

References: (1) U.S. Small Business Administration, *Certificates of Competency: Help for Small Business Bidders* (Publication is available free from SBA offices). (2) *The Federal Acquisition Regulation,* Sub Part 19.6.

Protests With an Agency or with the General Accounting Office (GAO) and General Services Board of Contract Appeals (GSBCA)

Bidders or offerors who object to what they feel will be an improper award to another contractor have the right to file a protest against award with the Contracting Officer. The protest must have a basis; it must be specific and timely. Contractors may file an initial verbal protest, but it must be followed up in writing. The Contracting Officer will confirm, in writing, the telephone conversation with the protestor and advise her that she has a certain period of time, usually one (1) week, to file the written complaint. Protests should generally be made before the award because once the award is made it is rare that the government terminates a contract and issues a resolicitation. The needs of the government for the product or service usually prevail. The protestor is notified in writing of the final decision of her protest.

In addition to filing a protest with the Contracting Officer, the bidder or offeror can protest to the General Accounting Office (GAO) or with the General Services Board of Contracts Appeal (GSBCA), if the procurement involves the acquisition of Automated Data Processing Equipment (ADPE) or related telecommunications services. In either case there are strict rules which must be followed in order for the protest to be timely, if not, the protest will be dismissed automatically.

Protest to GAO is initiated by filing a complete written protest addressed to General Counsel, General Accounting Office, Washington, D.C. 20548, Attention: Procurement Law Control Group. A copy of the protest must be filed with the Contracting Officer or the individual or location identified for that purpose in a solicitation within one day after filing with GAO. Protests to GSBCA are filed at the Board's Address: 18th and F Streets, Northwest, Washington, D.C. 20405, (202-566-0116). Strict rules apply to all protests. The regulations are located in 41 CFR 21 (GAO) and 48 CFR 61 (GSBCA).

References: (1) U.S. General Accounting Office, *Bid Protests at GAO: A Descriptive Guide.* (Publication is available from the U.S. General Accounting Office, Washington, D.C) (2) *The Federal Acquisition Regulation,* Part 14 (Formal Advertising), Paragraph 14.407-8. "Protests Against Award". (3) *The Federal Acquisition Regulation,* Part 15 (Contracting by Negotiation), Paragraph 15.1003, "Protests Against Award".

What Are My Responsibilities As a Contractor?

Knowing **what** the government buys and **how** it buys is essential if a woman business owner is to bid successfully for Federal Government contracts. Don't think, however, that you can relax once you receive the good news that you have won a contract. Your work is just beginning. If you can't perform according to the terms of the contract, the government won't get the product or service it needs and you may find yourself in financial difficulty as well.

The first thing to do is to read the proposed contract carefully before signing it. This may look like an imposing task as some contracts may contain many pages, depending on the type of contract and complexity of what the government is buying. However, many contract terms and conditions are "boiler plate." Once you read and understand the terms you will be familiar with them when they appear in your next contract. One important feature of the contract is the identity of the office which will administer it. In most Federal agencies, this is usually the same office that awarded the contract. In the Department of Defense, however, the contract is generally assigned to a special administering office. If you have any questions about the contract, contact the office of administration. Do not "proceed down the road" and find out much later you're not in compliance.

Specific Contract Administration Matters

While Federal contracts are similiar to commercial contracts, they are different in some very important ways. They contain or make reference to many general contract provisions unique to the government. These provisions implement various statutory or regulatory requirements applicable to Federal contracts. Some of the important matters covered by these provisions are: Termination for Default; Termination for

Convenience; Contract Changes; Payments; Specifications; and Inspection and Testing. These matters are described in various parts of the *Federal Acquisition Regulation* (FAR). Assistance in understanding these FAR provisions is available at SBA Regional Offices.

A. **Termination for Default.** Government contracts provide that the government may cancel (terminate) your contract if:

1. you fail to make delivery within the time specified in the contract,

2. you fail to make progress so as to endanger performance of the contract, and/or

3. you fail to perform any provisions of the contract.

Before terminating a contract for default, the Contracting Officer must, however, give you an opportunity to:

1) remedy defects in your performance, or

2) show why your contract should not be terminated.

If your contract is terminated for default you are entitled only to payment at the contract's price for items accepted by the government. If the government still needs the items which you failed to deliver, it has the right to reprocure the same items elsewhere and, if they cost more, charge the excess costs to you. This can be a very serious and costly matter.

If you can show that your failure to deliver or to make progress is excusable, your contract will not be terminated for default. To be excusable, a delay must be beyond your control and not caused by your fault or negligence. If your contract is terminated for default and you can prove that the government's action was improper, the termination will be treated as one for the "Convenience of the Government."

B. **Termination for Convenience.** The government may *unilaterally* terminate all or part of a contract for its convenience. This type of termination does not arise from any fault on the part of the contractor. Termination for convenience protects the government's interests by allowing it to cancel contracts for products that become obsolete or unnecessary.

As with terminations for default, the government must give you written notice of Termination for Convenience, but is not required to give advance notice. The notice of termination will usually direct you to:

1. stop work,

2. terminate subcontracts,

3. place no further orders,

4. communicate similar instructions to subcontractors and suppliers, and

5. prepare a termination settlement claim.

If you fail to follow these directions, you do so at your own risk and expense. You should also receive detailed instructions as to the protection and preservation of all property that is, or may become, government-owned.

After Termination for Convenience, the government will make a settlement with you to compensate you fully and fairly for the work you have done and any preparation made for the terminated portion of the contract. A reasonable allowance for profit is also included.

C. **Contract Changes.** Because the government's needs change from time to time, government contracts contain a "Changes" clause authorizing the Contracting Officer to unilaterally order changes in the specifications and other contract terms. The changes must be "within the general scope of the contract." The contractor is obliged to perform the contract as unilaterally changed by the Contracting Officer. A change is within the scope of the contract if it can be regarded as with the contemplation of the parties at the time the contract was entered into. The government cannot use a change order to change the general nature of the contract. The contractor is entitled to an equitable adjustment in price and delivery schedule if changes are ordered.

D. **Payments.** The obligation to make prompt payments for products delivered or services rendered is, generally speaking, the primary obligation of the government on a procurement contract. Payment is, naturally, of utmost importance to the small and woman-owned company. Your contract will specify the government office responsible for payment and will contain invoicing instructions. The more accurate your invoices the more quickly you will be paid, so it is important to understand the payment process thoroughly. Prompt payment on all contracts serves the best interest of both the contractor and the government. Under certain circumstances if prompt payment is not accomplished by the government, you can submit a request for interest payments. (**Reference:** Public Law 97-177, Prompt Payment Act.).

Under fixed-priced contracts, the method of payment can vary with the dollar value of the contract. For relatively small contracts with a single item of work, you will generally be paid the total contract price in one lump sum. Payment is made after the government accepts delivery. For larger contracts with many items, you can invoice and receive partial payments. For example, in a contract for 120 units with a delivery rate of 10 per month, you can invoice each month for the price of delivered (and accepted) items.

Larger fixed-price contracts and subcontracts where the first delivery is several months after award may recognize your need for working capital. These contracts may contain a clause which will allow you to obtain progress payments based upon costs incurred as work progresses under the contract.

Because progress payments are based on work that is not completed, you must repay them if you fail to complete the work. To protect its interest the government takes title to your work in process for which progress payments have been made. To qualify for progress payments, you must have an accounting system that can accurately identify and segregate contract costs.

E. **Specifications.** The Federal Government has exact specifications for most of the products and services it buys on a regular basis. In all likelihood your contract will contain such precise specifications. In fact, the specifications—which describe the government's requirements—were contained in the Invitation for Bids (IFB) or Request for Proposals (RFP) on which you based your bid or proposal.

Once an award is made to your company, you are **contractually bound** to deliver the product or service described in the specifications. Sometimes, the basic specifications will make reference to and incorporate other Federal specifications. You are, of course, bound by the terms of these specifications as well as the basic specifications. Failure to deliver a product meeting these terms may result in termination of your contract by default.

Accordingly, as mentioned previously, never bid on a contract unless you have read and understood all of the specifications. Also, read the specifications again before you start work under the contract.

F. **Inspection and Testing.** Government contracts provide that the government may inspect and test the items you deliver to determine if they conform to contract requirements and specifications. The government will not accept a contractor's product unless it passes inspection. The type and extent of inspection and testing depend largely on what is being procured.

G. **Special Recommendations and Advice.** In addition to knowing the item you are manufacturing or the service you are providing, you should have a working knowledge of government contracting procedures, some of which are explained in this publication. You should also be aware of the following:

1. As you have learned, the government conducts its business through authorized agents called Contracting Officers. Only a Contracting Officer has authority to bind the government, unless you are otherwise advised in writing. However, even Contracting Officers have limits on their authority, so do not hesitate to make sure of the authority of the person you're dealing with.

2. Government procurement has historically been used as a vehicle for advancing various national, social and economic objectives. As a government contractor, you will be required to comply with the labor standards statutes (Walsh-Healy Act, Service Contract Act, Contract Work Hours and Safety Standards Act, etc.) and other statutes advancing national socio-economic objectives.

3. You should become familiar with the contract provisions protecting the integrity of the government procurement process. These provisions include the "Officials Not To Benefit" clause, the "Anti-Kickback" provisions, the "Gratuities" clause, etc.

4. Disputes between you and the Contracting Officer may occur under the contract. Federal contracts contain a "Disputes" clause setting forth procedures to resolve disputes. If the Contracting Officer issues a decision that is not satisfactory to you, you must make a timely appeal, or the decision becomes final. Appeals are heard by a Board of Contracts Appeal.

5. Don't attempt to build something bigger, better or different than called for by the contract. If you do, it may be too big or too heavy or may not fit and the government won't accept it. Simply comply with the contract terms, particularly the specifications.

6. If your contract requires production, establish a production control schedule to assure that you will have the right materials in-house at the right time to meet delivery requirements. Make sure to place any subcontracts promptly and schedule delivery of subcontracted items carefully to avoid over- or understocking. If it appears you will not meet your schedule, notify the administration office immediately to obtain assistance. Failure to deliver on time gives the government the right to cancel your contract, with possibly disastrous results to you.

References: (1) *The Federal Acquisition Regulation* (FAR), Part 49, "Termination of Contracts." (2) *FAR*, Part 43, "Contract Modifications." (3) *FAR*, Part 33, "Disputes and Appeals."

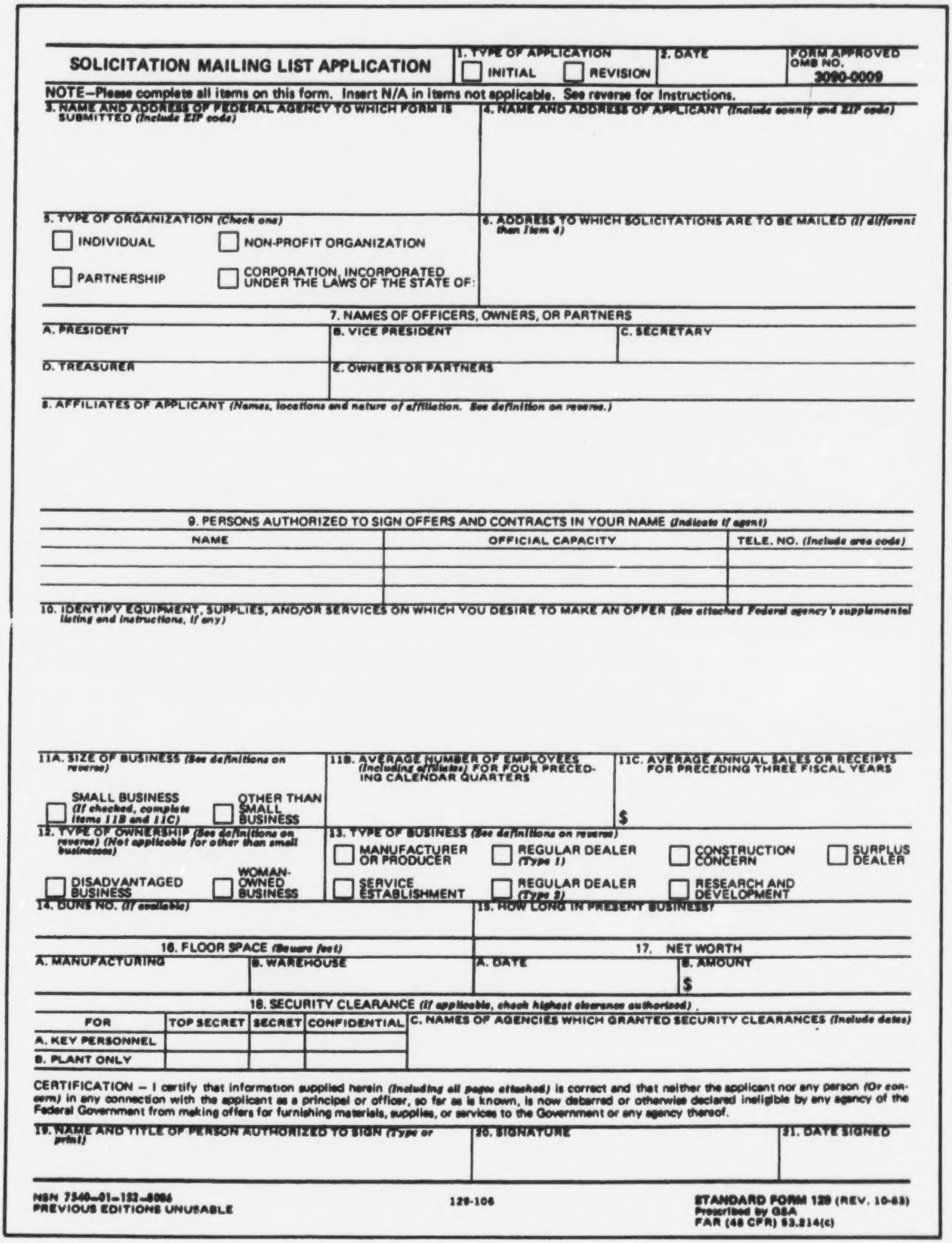
Appendix 1. Standard Forms

SF 129, Solicitation Mailing List Application

SF 18, Request for Quotations

SF 33, Solicitation, Offer and Award

PASS Form, Procurement Automated Source System



SOLICITATION MAILING LIST APPLICATION

1. TYPE OF APPLICATION ☐ INITIAL ☐ REVISION

2. DATE

FORM APPROVED OMB NO. 3090-0009

NOTE—Please complete all items on this form. Insert N/A in items not applicable. See reverse for Instructions.

3. NAME AND ADDRESS OF FEDERAL AGENCY TO WHICH FORM IS SUBMITTED *(Include ZIP code)*

4. NAME AND ADDRESS OF APPLICANT *(Include county and ZIP code)*

5. TYPE OF ORGANIZATION *(Check one)*

☐ INDIVIDUAL ☐ NON-PROFIT ORGANIZATION

☐ PARTNERSHIP ☐ CORPORATION, INCORPORATED UNDER THE LAWS OF THE STATE OF:

6. ADDRESS TO WHICH SOLICITATIONS ARE TO BE MAILED *(If different than Item 4)*

7. NAMES OF OFFICERS, OWNERS, OR PARTNERS

A. PRESIDENT

B. VICE PRESIDENT

C. SECRETARY

D. TREASURER

E. OWNERS OR PARTNERS

8. AFFILIATES OF APPLICANT *(Names, locations and nature of affiliation. See definition on reverse.)*

9. PERSONS AUTHORIZED TO SIGN OFFERS AND CONTRACTS IN YOUR NAME *(Indicate if agent)*

NAME	OFFICIAL CAPACITY	TELE. NO. *(Include area code)*

10. IDENTIFY EQUIPMENT, SUPPLIES, AND/OR SERVICES ON WHICH YOU DESIRE TO MAKE AN OFFER *(See attached Federal agency's supplemental listing and instructions, if any)*

11A. SIZE OF BUSINESS *(See definitions on reverse)*

☐ SMALL BUSINESS *(If checked, complete items 11B and 11C)* ☐ OTHER THAN SMALL BUSINESS

11B. AVERAGE NUMBER OF EMPLOYEES *(Including affiliates)* FOR FOUR PRECEDING CALENDAR QUARTERS

11C. AVERAGE ANNUAL SALES OR RECEIPTS FOR PRECEDING THREE FISCAL YEARS

$

12. TYPE OF OWNERSHIP *(See definitions on reverse) (Not applicable for other than small businesses)*

☐ DISADVANTAGED BUSINESS ☐ WOMAN-OWNED BUSINESS

13. TYPE OF BUSINESS *(See definitions on reverse)*

☐ MANUFACTURER OR PRODUCER ☐ REGULAR DEALER *(Type 1)* ☐ CONSTRUCTION CONCERN ☐ SURPLUS DEALER

☐ SERVICE ESTABLISHMENT ☐ REGULAR DEALER *(Type 2)* ☐ RESEARCH AND DEVELOPMENT

14. DUNS NO. *(If available)*

15. HOW LONG IN PRESENT BUSINESS?

16. FLOOR SPACE *(Square feet)*

A. MANUFACTURING

B. WAREHOUSE

17. NET WORTH

A. DATE

B. AMOUNT $

18. SECURITY CLEARANCE *(If applicable, check highest clearance authorized)*

FOR	TOP SECRET	SECRET	CONFIDENTIAL	C. NAMES OF AGENCIES WHICH GRANTED SECURITY CLEARANCES *(Include dates)*
A. KEY PERSONNEL				
B. PLANT ONLY				

CERTIFICATION – I certify that information supplied herein *(Including all pages attached)* is correct and that neither the applicant nor any person *(Or concern)* in any connection with the applicant as a principal or officer, so far as is known, is now debarred or otherwise declared ineligible by any agency of the Federal Government from making offers for furnishing materials, supplies, or services to the Government or any agency thereof.

19. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN *(Type or print)*

20. SIGNATURE

21. DATE SIGNED

NSN 7540-01-152-8086
PREVIOUS EDITIONS UNUSABLE

129-106

STANDARD FORM 129 (REV. 10-83)
Prescribed by GSA
FAR (48 CFR) 53.214(c)

INSTRUCTIONS

Persons or concerns wishing to be added to a particular agency's bidder's mailing list for supplies or services shall file this properly completed and certified Solicitation Mailing List Application, together with such other lists as may be attached to this application form, with each procurement office of the Federal agency with which they desire to do business. If a Federal agency has attached a Supplemental Commodity list with instructions, complete the application as instructed. Otherwise, identify in Item 10 the equipment supplies and/or services on which you desire to bid. (Provide Federal Supply Class or Standard Industrial Classification Codes if available.) The application shall be submitted and signed by the principal as distinguished from an agent, however constituted.

After placement on the bidder's mailing list of an agency, your failure to respond (submission of bid, or notice in writing, that you are unable to bid on that particular transaction but wish to remain on the active bidder's mailing list for that particular item) to solicitations will be understood by the agency to indicate lack of interest and concurrence in the removal of your name from the purchasing activity's solicitation mailing list for the items concerned.

SIZE OF BUSINESS DEFINITIONS
(See Item 11A.)

a. Small business concern—A small business concern for the purpose of Government procurement is a concern, including its affiliates, which is independently owned and operated, is not dominant in the field of operation in which it is competing for Government contracts and can further qualify under the criteria concerning number of employees, average annual receipts, or other criteria, as prescribed by the Small Business Administration. (See Code of Federal Regulations, Title 13, Part 121, as amended, which contains detailed industry definitions and related procedures.)

b. Affiliates—Business concerns are affiliates of each other when either directly or indirectly (i) one concern controls or has the power to control the other, or (ii) a third party controls or has the power to control both. In determining whether concerns are independently owned and operated and whether or not affiliation exists, consideration is given to all appropriate factors including common ownership, common management, and contractual relationship. (See Items 8 and 11A.)

c. Number of employees—(Item 11B) In connection with the determination of small business status, "number of employees" means the average employment of any concern, including the employees of its domestic and foreign affiliates, based on the number of persons employed on a full-time, part-time, temporary, or other basis during each of the pay periods of the preceding 12 months. If a concern has not been in existence for 12 months, "number of employees" means the average employment of such concern and its affiliates during the period that such concern has been in existence based on the number of persons employed during each of the pay periods of the period that such concern has been in business.

TYPE OF OWNERSHIP DEFINITIONS
(See Item 12.)

a. "Disadvantaged business concern"—means any business concern (1) which is at least 51 percent owned by one or more socially and economically disadvantaged individuals; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more socially and economically disadvantaged individuals; and (2) whose management and daily business operations are controlled by one or more of such individuals.

b. "Women-owned business"—means a business that is at least 51 percent owned by a woman or women who are U.S. citizens and who also control and operate the business.

TYPE OF BUSINESS DEFINITIONS
(See Item 13.)

a. Manufacturer or producer—means a person (or concern) owning, operating, or maintaining a store, warehouse, or other establishment that produces, on the premises, the materials, supplies, articles, or equipment of the general character of those listed in Item 10, or in the Federal Agency's Supplemental Commodity List, if attached.

b. Service establishment—means a concern (or person) which owns, operates, or maintains any type of business which is principally engaged in the furnishing of nonpersonal services, such as (but not limited to) repairing, cleaning, redecorating, or rental of personal property, including the furnishing of necessary repair parts or other supplies as part of the services performed.

c. Regular dealer (Type 1)—means a person (or concern) who owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles, or equipment of the general character listed in Item 10, or in the Federal Agency's Supplemental Commodity List, if attached, are bought, kept in stock, and sold to the public in the usual course of business.

d. Regular dealer (Type 2)—In the case of supplies of particular kinds (at present, petroleum, lumber and timber products, machine tools, raw cotton, green coffee, hay, grain, feed, or straw, agricultural liming materials, tea, raw or unmanufactured cotton linters and used ADPE), Regular dealer means a person (or concern) satisfying the requirements of the regulations (Code of Federal Regulations, Title 41, 50-201.101(a)(2)) as amended from time to time, prescribed by the Secretary of Labor under the Walsh-Healey Public Contracts Act (Title 41 U.S. Code 35-45). For coal dealers see Code of Federal Regulations, Title 41, 50-201.604(a).

- COMMERCE BUSINESS DAILY—The Commerce Business Daily, published by the Department of Commerce, contains information concerning proposed procurements, sales, and contract awards. For further information concerning this publication, contact your local Commerce Field Office.

REQUEST FOR QUOTATIONS
(THIS IS NOT AN ORDER)

The Notice of Small Business-Small Purchase Set-Aside on the reverse of this form ☐ is ☐ is not applicable.

PAGE OF PAGES

1. REQUEST NO.

2. DATE ISSUED

3. REQUISITION/PURCHASE REQUEST NO.

4. CERT. FOR NAT. DEF. UNDER BDSA REG. 2 AND/OR DMS REG. 1 ▶ RATING

5A. ISSUED BY

6. DELIVER BY *(Date)*

5B. FOR INFORMATION CALL: *(Name and telephone no.) (No collect calls)*

7. DELIVERY

☐ FOB DESTINATION ☐ OTHER *(See Schedule)*

8. TO: NAME AND ADDRESS, INCLUDING ZIP CODE

9. DESTINATION *(Consignee and address, including ZIP Code)*

10. PLEASE FURNISH QUOTATIONS TO THE ISSUING OFFICE ON OR BEFORE CLOSE OF BUSINESS *(Date)*

11. BUSINESS CLASSIFICATION *(Check appropriate boxes)*

☐ SMALL ☐ OTHER THAN SMALL ☐ DISADVANTAGED ☐ WOMEN-OWNED

IMPORTANT: This is a request for information, and quotations furnished are not offers. If you are unable to quote, please so indicate on this form and return it. This request does not commit the Government to pay any costs incurred in the preparation of the submission of this quotation or to contract for supplies or services. Supplies are of domestic origin unless otherwise indicated by quoter. Any representations and/or certifications attached to this Request for Quotations must be completed by the quoter.

12. SCHEDULE *(Include applicable Federal, State and local taxes)*

ITEM NO. (a)	SUPPLIES/SERVICES (b)	QUANTITY (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)

13. DISCOUNT FOR PROMPT PAYMENT ▶	10 CALENDAR DAYS	20 CALENDAR DAYS	30 CALENDAR DAYS	CALENDAR DAYS
	%	%	%	%

NOTE: Reverse must also be completed by the quoter.

14. NAME AND ADDRESS OF QUOTER *(Street, city, county, State and ZIP Code)*

15. SIGNATURE OF PERSON AUTHORIZED TO SIGN QUOTATION

16. DATE OF QUOTATION

17. NAME AND TITLE OF SIGNER *(Type or print)*

18. TELEPHONE NO. *(Include area code)*

NSN 7540-01-152-8084
PREVIOUS EDITION NOT USABLE

18-118

STANDARD FORM 18 (REV. 10-83)
Prescribed by GSA
FAR (48 CFR) 53.215-1(a)

REPRESENTATIONS, CERTIFICATIONS, AND PROVISIONS

The following representation applies when the contract is to be performed inside the United States, its territories or possessions, Puerto Rico, the Trust Territory of the Pacific Islands, or the District of Columbia.

52.219-1 SMALL BUSINESS CONCERN REPRESENTATION (Apr 84)

The quoter represents and certifies as part of its quotation that it ☐ is, ☐ is not a small business concern and that ☐ all, ☐ not all supplies to be furnished will be manufactured or produced by a small business concern in the United States, its possessions, or Puerto Rico. "Small business concern, as used in this provision, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria and size standards in 13 CFR 121.

The following provision is applicable if required on the face of the form:

52.219-2 Notice of Small Business-Small Purchase Set-Aside (Apr 84)

Quotations under this acquisition are solicited from small business concerns only. Any acquisition resulting from this solicitation will be from a small business concern. Quotations received from concerns that are not small businesses shall not be considered and shall be rejected.

SOLICITATION, OFFER AND AWARD

1. CERTIFIED FOR NATIONAL DEFENSE UNDER BDSA REG. 2 AND/OR DMS REG. 1 ▶ RATING

PAGE OF PAGES

2. CONTRACT NO.

3. SOLICITATION NO.

4. TYPE OF SOLICITATION
☐ ADVERTISED (IFB)
☐ NEGOTIATED (RFP)

5. DATE ISSUED

6. REQUISITION/PURCHASE NO.

7. ISSUED BY CODE

8. ADDRESS OFFER TO *(If other than Item 7)*

NOTE: In advertised solicitations "offer" and "offeror" mean "bid" and "bidder".

SOLICITATION

9. Sealed offers in original and ____________ copies for furnishing the supplies or services in the Schedule will be received at the place specified in Item 8, or if handcarried, in the depository listed in ______________________________ until ________ *(Hour)* local time ______________ *(Date)*

CAUTION – LATE Submissions, Modifications, and Withdrawals: See Section I, Provision No. 52.214-7 or 52.215-10. All offers are subject to all terms and conditions contained in this solicitation.

10. FOR INFORMATION CALL: ▶ A. NAME

B. TELEPHONE NO. *(Include area code)* *(NO COLLECT CALLS)*

11. TABLE OF CONTENTS

(✓)	SEC.	DESCRIPTION	PAGE(S)	(✓)	SEC.	DESCRIPTION	PAGE(S)
		PART I – THE SCHEDULE				PART II – CONTRACT CLAUSES	
	A	SOLICITATION/CONTRACT FORM			I	CONTRACT CLAUSES	
	B	SUPPLIES OR SERVICES AND PRICES/COSTS				PART III – LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.	
	C	DESCRIPTION/SPECS./WORK STATEMENT			J	LIST OF ATTACHMENTS	
	D	PACKAGING AND MARKING				PART IV – REPRESENTATIONS AND INSTRUCTIONS	
	E	INSPECTION AND ACCEPTANCE			K	REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS	
	F	DELIVERIES OR PERFORMANCE					
	G	CONTRACT ADMINISTRATION DATA			L	INSTRS., CONDS., AND NOTICES TO OFFER	
	H	SPECIAL CONTRACT REQUIREMENTS			M	EVALUATION FACTORS FOR AWARD	

OFFER *(Must be fully completed by offeror)*

NOTE: Item 12 does not apply if the solicitation includes the provisions at 52.214-16, Minimum Bid Acceptance Period.

12. In compliance with the above, the undersigned agrees, if this offer is accepted within ______________ calendar days *(60 calendar days unless a different period is inserted by the offeror)* from the date for receipt of offers specified above, to furnish any or all items upon which prices are offered at the price set opposite each item, delivered at the designated point(s), within the time specified in the schedule.

13. DISCOUNT FOR PROMPT PAYMENT *(See Section I, Clause No. 52-232-8)* ▶	10 CALENDAR DAYS %	20 CALENDAR DAYS %	30 CALENDAR DAYS %	CALENDAR DAYS %

14. ACKNOWLEDGMENT OF AMENDMENTS *(The offeror acknowledges receipt of amendments to the SOLICITATION for offerors and related documents numbered and dated:*	AMENDMENT NO.	DATE	AMENDMENT NO.	DATE

15A. NAME AND ADDRESS OF OFFEROR CODE FACILITY

16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER *(Type or print)*

15B. TELEPHONE NO. *(Include area code)*

15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE ☐

17. SIGNATURE

18. OFFER DATE

AWARD *(To be completed by Government)*

19. ACCEPTED AS TO ITEMS NUMBERED

20. AMOUNT

21. ACCOUNTING AND APPROPRIATION

22. SUBMIT INVOICES TO ADDRESS SHOWN IN *(4 copies unless otherwise specified)* ▶ ITEM

23. NEGOTIATED PURSUANT TO
☐ 10 U.S.C. 2304(a) (   )
☐ 41 U.S.C. 252(c) (   )

24. ADMINISTERED BY *(If other than Item 7)* CODE

25. PAYMENT WILL BE MADE BY CODE

26. NAME OF CONTRACTING OFFICER *(Type or print)*

27. UNITED STATES OF AMERICA

(Signature of Contracting Officer)

28. AWARD DATE

IMPORTANT – Award will be made on this Form, or on Standard Form 26, or by other authorized official written notice.

NSN 7540-01-152-8064
PREVIOUS EDITION NOT USABLE

33-132

STANDARD FORM 33 (REV. 10-83)
Prescribed by GSA
FAR (48 CFR) 53.214(c)

BEST COPY AVAILABLE

REPRESENTATIONS, CERTIFICATIONS AND ACKNOWLEDGMENTS

REPRESENTATIONS *(Check or complete all applicable boxes or blocks.)*
The offeror represents as part of his offer that:

1. **SMALL BUSINESS** *(See par. 14 on SF 33-A.)*

He ☐ is, ☐ is not, a small business concern. If offeror is a small business concern and is not the manufacturer of the supplies offered, he also represents that all supplies to be furnished hereunder ☐ will, ☐ will not, be manufacturered or produced by a small business concern in the United States, its possessions, or Puerto Rico.

2. **MINORITY BUSINESS ENTERPRISE**

He ☐ is, ☐ is not, a minority business enterprise. A minority business enterprise is defined as a "business, at least 50 percent of which is owned by minority group members or, in case of publicly owned businesses, at least 51 percent of the stock of which is owned by minority group members." For the purpose of this definition, minority group members are Negroes, Spanish-speaking American persons, American-Orientals, American-Indians, American Eskimos, and American-Aleuts.

3. **REGULAR DEALER – MANUFACTURER** *(Applicable only to supply contracts exceeding $10,000.)*

He is a ☐ regular dealer in ☐ manufacturer of, the supplies offered.

4. **CONTINGENT FEE** *(See par. 15 on SF 33-A.)*

(a) He ☐ has, ☐ has not, employed or retained any company or persons *(other than a full-time bona fide employee working solely for the offeror)* to solicit or secure this contract, and (b) he ☐ has, ☐ has not, paid or agreed to pay any company or person *(other than a full-time bona fide employee working solely for the offeror)* any fee, commission, percentage, or brokerage fee contingent upon or resulting from the award of this contract; and agrees to furnish information relating to (a) and (b) above, as requested by the Contracting Officer. *(Interpretation of the representation, including the term "bona fide employee," see Code of Federal Regulations, Title 41, Subpart 1-1.5.)*

5. **TYPE OF BUSINESS ORGANIZATION**

He operates as ☐ an individual, ☐ a partnership, ☐ a nonprofit organization, ☐ a corporation, incorporated under the laws of the State of ______________________________.

6. **AFFILIATION AND IDENTIFYING DATA** *(Applicable only to advertised solicitations.)*

Each offeror shall complete (a) and (b) if applicable, and (c) below:

(a) He ☐ is, ☐ is not, owned or controlled by a parent company. *(See par. 16 on SF 33-A.)*

(b) If the offeror is owned or controlled by a parent company, he shall enter in the blocks below the name and main office address of the parent company:

NAME OF PARENT COMPANY AND MAIN OFFICE ADDRESS *(Include ZIP code)* ▶	

(C) EMPLOYER'S IDENTIFICATION NUMBER *(SEE PAR. 17 on SF 33-A)*	OFFEROR'S E.I. NO.	PARENT COMPANY'S E.I. NO.

7. **EQUAL OPPORTUNITY**

(a) He ☐ has, ☐ has not, participated in a previous contract or subcontract subject either to the Equal Opportunity clause herein or the clause originally contained in section 301 of Executive Order No. 10925, or the clause contained in Section 201 of Executive Order No. 11114; that he ☐ has, ☐ has not, filed all required compliance reports; and that representations indicating submission of required compliance reports, signed by proposed subcontractors, will be obtained prior to subcontract awards. (The above representation need not be submitted in connection with contracts or subcontracts which are exempt from the equal opportunity clause.)

(b) The bidder (or offeror) represents that (1) he ☐ has developed and has on file, ☐ has not developed and does not have on file, at each establishment affirmative action programs as required by the rules and regulations of the Secretary of Labor (41 CFR 60-1 and 60-2) or (2) he ☐ has not previously had contracts subject to the written affirmative action programs requirement of the rules and regulations of the Secretary of Labor. *(The above representation shall be completed by each bidder (or offeror) whose bid (offer) is $50,000 or more and who has 50 or more employees.)*

CERTIFICATIONS *(Check or complete all applicable boxes or blocks)*

1. **BUY AMERICAN CERTIFICATE**

The offeror certifies as part of his offer, that: each end product, except the end products listed below, is a domestic end product (as defined in the *clause* entitled "Buy American Act"); and that components of unknown origin have been considered to have been mined, produced, or manufactured outside the United States.

EXCLUDED END PRODUCTS	COUNTRY OF ORIGIN

2. **CLEAN AIR AND WATER** *(Applicable if the bid or offer exceeds $100,000, or the contracting officer has determined that orders under an indefinite quantity contract in any year will exceed $100,000, or a facility to be used has been the subject of a conviction under the Clean Air Act (42 U.S.C. 1857c-8(c)(1)) or the Federal Water Pollution Control Act (33 U.S.C. 1319(c)) and is listed by EPA, or is not otherwise exempt.)*

The bidder or offeror certifies as follows:

(a) Any facility to be utilized in the performance of this proposed contract ☐ has, ☐ has not, been listed on the Environmental Protection Agency List of Violating Facilities.

(b) He will promptly notify the contracting officer, prior to award, of the receipt of any communication from the Director, Office of Federal Activities, Environmental Protection Agency, indicating that any facility which he proposes to use for the performance of the contract is under consideration to be listed on the EPA list of Violating Facilities.

(c) He will include substantially this certification, including this paragraph (c), in every nonexempt subcontract.

3. **CERTIFICATION OF INDEPENDENT PRICE DETERMINATION** *(See par. 18 on SF 33-A)*

(a) By submission of this offer, the offeror certifies, and in the case of a joint offer, each party thereto certifies as to its own organization, that in connection with this procurement:

(1) The prices in this offer have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other offeror or with any competitor;

(2) Unless otherwise required by law, the prices which have been quoted in this offer have not been knowingly disclosed by the offeror and will not knowingly be disclosed by the offeror prior to opening in the case of an advertised procurement or prior to award in the case of a negotiated procurement, directly or indirectly to any other offeror or to any competitor; and

(3) No attempt has been made or will be made by the offeror to induce any other person or firm to submit or not to submit an offer for that purpose of restricting competition.

(b) Each person signing this offer certifies that:

(1) He is the person in the offeror's organization responsible within that organization for the decision as to the prices being offered herein and that he has not participated, and will not participate, in any action contrary to (a)(1) through (a)(3), above; or

(2) (i) He is not the person in the offeror's organization responsible within that organization for the decision as to the prices being offered herein but that he has been authorized in writing to act as agent for the persons responsible for such decision in certifying that such persons have not participated and will not participate, in any action contrary to (a)(1) through (a)(3) above, and as their agent does hereby so certify; and (ii) he has not participated, and will not participate, in any action contrary to (a)(1) through (a)(3) above.

4. **CERTIFICATION OF NONSEGREGATED FACILITIES** *(Applicable to (1) contracts, (2) subcontracts, and (3) agreements with applicants who are themselves performing federally assisted construction contracts, exceeding $10,000 which are not exempt from the provisions of the Equal Opportunity clause.)*

By the submission of this bid, the bidder, offeror, applicant, or subcontractor certifies that he does not maintain or provide for his employees any segregated facilities at any of his establishments, and that he does not permit his employees to perform their services at any location under his control, where segregated facilities are maintained. He certifies further that he will not maintain or provide for his employees any segregated facilities at any of his establishments, and that he will not permit his employees to perform their services at any location, under his control, where segregated facilities are maintained. The bidder, offeror, applicant, or subcontractor agrees that a breach of this certification is a violation of the Equal Opportunity clause in this contract. As used in this certification, the term "segregated facilities" means any waiting rooms, work areas, rest rooms and wash rooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, color, religion or national origin, because of habit, local custom, or otherwise. He further agrees that (except where he has obtained identical certifications from proposed subcontractors for specific time periods) he will obtain identical certifications from proposed subcontractors prior to the award of subcontracts exceeding $10,000 which are not exempt from the provisions of the Equal Opportunity clause; that he will retain such certifications in his files; and that he will forward the following notice to such proposed subcontractors (except where the proposed subcontractors have submitted identical certifications for specific time periods):

Notice to prospective subcontractors of requirement for certifications of nonsegregated facilities.

A Certification of Nonsegregated Facilities must be submitted prior to the award of a subcontract exceeding $10,000 which is not exempt from the provisions of the Equal Opportunity clause. The certification may be submitted either for each subcontract or for all subcontracts during a period (i.e., quarterly, semiannually, or annually). *NOTE: The penalty for making false offers is prescribed in 18 U.S.C. 1001.*

	AMENDMENT NO	DATE	AMENDMENT NO	DATE
ACKNOWLEDGMENT OF AMENDMENTS The offeror acknowledges receipt of amendments to the Solicitation for offers and related documents numbered and dated as follows:				

NOTE: Offers must set forth full, accurate and complete information as required by this Solicitation (including attachments). The penalty for making false statements in offers is prescribed in 18 U.S.C. 1001.

SOLICITATION INSTRUCTIONS AND CONDITIONS

1. DEFINITIONS.

As used herein:

(a) The term "solicitation" means Invitation for Bids (IFB) where the procurement is advertised, and Request for Proposal (RFP) where the procurement is negotiated.

(b) The term "offer" means bid where the procurement is advertised, and proposal where the procurement is negotiated.

(c) For purposes of this solicitation and Block 2 of Standard Form 33, the term "advertised" includes Small Business Restricted Advertising and other types of restricted advertising.

2. PREPARATION OF OFFERS.

(a) Offerors are expected to examine the drawings, specifications, Schedule, and all instructions. Failure to do so will be at offeror's risk.

(b) Each offeror shall furnish the information required by the solicitation. The offeror shall sign the solicitation and print or type his name on the Schedule and each Continuation Sheet thereof on which he makes an entry. Erasures or other changes must be initialed by the person signing the offer. Offers signed by an agent are to be accompanied by evidence of his authority unless such evidence has been previously furnished to the issuing office.

(c) Unit price for each unit offered shall be shown and such price shall include packing unless otherwise specified. A total shall be entered in the Amount column of the Schedule for each item offered. In case of discrepancy between a unit price and extended price, the unit price will be presumed to be correct, subject, however, to correction to the same extent and in the same manner as any other mistake.

(d) Offers for supplies or services other than those specified will not be considered unless authorized by the solicitation.

(e) Offeror must state a definite time for delivery of supplies or for performance of services unless otherwise specified in the solicitation.

(f) Time, if stated as a number of days, will include Saturdays, Sundays and holidays.

(g) Code boxes are for Government use only.

3. EXPLANATION TO OFFERORS. Any explanation desired by an offeror regarding the meaning or interpretation of the solicitation, drawings, specifications, etc., must be requested in writing and with sufficient time allowed for a reply to reach offerors before the submission of their offers. Oral explanations or instructions given before the award of the contract will not be binding. Any information given to a prospective offeror concerning a solicitation will be furnished to all prospective offerors as an amendment of the solicitation, if such information is necessary to offerors in submitting offers on the solicitation or if the lack of such information would be prejudicial to uninformed offerors.

4. ACKNOWLEDGMENT OF AMENDMENTS TO SOLICITATIONS.

Receipt of an amendment to a solicitation by an offeror must be acknowledged (a) by signing and returning the amendment, (b) on page three of Standard Form 33, or (c) by letter or telegram. Such acknowledgment must be received prior to the hour and date specified for receipt of offers.

5. SUBMISSION OF OFFERS.

(a) Offers and modifications thereof shall be enclosed in sealed envelopes and addressed to the office specified in the solicitation. The offeror shall show the hour and date specified in the solicitation for receipt, the solicitation number, and the name and address of the offeror on the face of the envelope.

(b) Telegraphic offers will not be considered unless authorized by the solicitation; however, offers may be modified or withdrawn by written or telegraphic notice, provided such notice is received prior to the hour and date specified for receipt. (However, see paragraphs 7 and 8.)

(c) Samples of items, when required, must be submitted within the time specified, and unless otherwise specified by the Government, at no expense to the Government. If not destroyed by testing, samples will be returned at offeror's request and expense, unless otherwise specified by the solicitation.

6. FAILURE TO SUBMIT OFFER. If no offer is to be submitted, do not return the solicitation unless otherwise specified. A letter or postcard shall be sent to the issuing office advising whether future solicitations for the type of supplies or services covered by this solicitation are desired. Failure of the recipient to offer, or to notify the issuing office that future solicitations are desired, may result in removal of the name of such recipient from the mailing list for the type of supplies or services covered by the solicitation.

7. LATE BIDS, MODIFICATIONS OF BIDS, OR WITHDRAWAL OF BIDS.

(a) Any bid received at the office designated in the solicitation after the exact time specified for receipt will not be considered unless it is received before award is made and either:

(1) It was sent by registered or certified mail not later than the fifth calendar day prior to the date specified for the receipt of bids (e.g., a bid submitted in response to a solicitation requiring receipt of bids by the 20th of the month must have been mailed by the 15th or earlier); or

(2) It was sent by mail (or telegram if authorized) and it is determined by the Government that the late receipt was due solely to mishandling by the Government after receipt at the Government installation.

(b) Any modification or withdrawal of a bid is subject to the same conditions as in (a), above. A bid may also be withdrawn in person by a bidder or his authorized representative, provided his identity is made known and he signs a receipt for the bid, but only if the withdrawal is made prior to the exact time set for receipt of bids.

(c) The only acceptable evidence to establish:

(1) The date of mailing of a late bid, modification, or withdrawal sent either by registered or certified mail is the U.S. Postal Service postmark on both the envelope or wrapper and on the original receipt from the U.S. Postal Service. If neither postmark shows a legible date, the bid, modification, or withdrawal shall be deemed to have been mailed late. (The term "postmark" means a printed, stamped, or otherwise placed impression (exclusive of a postage meter machine impression) that is readily identifiable without further action as having been supplied and affixed on the date of mailing by employees of the U.S. Postal Service. Therefore, offerors should request the postal clerk to place a hand cancellation bull's-eye "postmark" on both the receipt and the envelope or wrapper.)

(2) The time of receipt at the Government installation is the time-date stamp of such installation on the bid wrapper or other documentary evidence of receipt maintained by the installation.

(d) Notwithstanding (a) and (b) of this provision, a late modification of an otherwise successful bid which makes its terms more favorable to the Government will be considered at any time it is received and may be accepted.

Note: The term "telegram" includes mailgrams.

8. LATE PROPOSALS, MODIFICATIONS OF PROPOSALS, AND WITHDRAWALS OF PROPOSALS.

(a) Any proposal received at the office designated in the solicitation after the exact time specified for receipt will not be considered unless it is received before award is made, and:

(1) It was sent by registered or certified mail not later than the fifth calendar day prior to the date specified for receipt of offers (e.g., an offer submitted in response to a solicitation requiring receipt of offers by the 20th of the month must have been mailed by the 15th or earlier);

(2) It was sent by mail (or telegram if authorized) and it is determined by the Government that the late receipt was due solely to mishandling by the Government after receipt at the Government installation; or

(3) It is the only proposal received.

(b) Any modification of a proposal, except a modification resulting from the Contracting Officer's request for "best and final" offer, is subject to the same conditions as in (a)(1) and (a)(2) of this provision.

(c) A modification resulting from the Contracting Officer's request for "best and final" offer received after the time and date specified in the request will not be considered unless received before award and the late receipt is due solely to mishandling by the Government after receipt at the Government installation.

(d) The only acceptable evidence to establish:

(1) The date of mailing of a late proposal or modification sent either by registered or certified mail is the U.S. Postal Service postmark on both the envelope or wrapper and on the original receipt from the U.S. Postal Service. If neither postmark shows a legible date, the proposal or modification shall be deemed to have been mailed late. (The term "postmark" means a printed, stamped, or otherwise, placed impression (exclusive of a postage meter machine impression) that is readily identifiable without further action as having been supplied and affixed on the date of mailing by employees of the U.S. Postal Service. Therefore, offerors should request the postal clerk to place a hand cancellation bull's-eye "postmark" on both the receipt and the envelope or wrapper.)

(2) The time of receipt at the Government installation is the time-date stamp of such installation on the proposal wrapper or other documentary evidence of receipt maintained by the installation.

(e) Notwithstanding (a), (b), and (c), of this provision, a late modification of an otherwise successful proposal which makes its terms more favorable to the Government will be considered at any time it is received and may be accepted.

(f) Proposals may be withdrawn by written or telegraphic notice received at any time prior to award. Proposals may be withdrawn in person by an offeror or his authorized representative, provided his identity is made known and he signs a receipt for the proposal prior to award.

Note: The term "telegram" includes mailgrams.

Note: The alternate late proposals, modifications of proposals and withdrawals of proposals provision prescribed by 41 CFR 1–3.802–2(b) shall be used in lieu of provision 8, if specified by the contract.

9. DISCOUNTS.

(a) Notwithstanding the fact that a blank is provided for a ten (10) day discount, prompt payment discounts offered for payment within less than twenty (20) calendar days will not be considered in evaluating offers for award, unless otherwise specified in the solicitation. However, offered discounts of less than 20 days will be taken if payment is made within the discount period, even though not considered in the evaluation of offers.

(b) In connection with any discount offered, time will be computed from date of delivery of the supplies to carrier when delivery and acceptance are at point of origin, or from date of delivery at destination or port of embarkation when delivery and acceptance are at either of those points, or from the date correct invoice or voucher is received in the office specified by the Government, if the latter date is later than date of delivery. Payment is deemed to be made for the purpose of earning the discount on the date of mailing of the Government check.

10. AWARD OF CONTRACT.

(a) The contract will be awarded to that responsible offeror whose offer conforming to the solicitation will be most advantageous to the Government, price and other factors considered.

(b) The Government reserves the right to reject any or all offers and to waive informalities and minor irregularities in offers received.

(c) The Government may accept any item or group of items of any offer, unless the offeror qualifies his offer by specific limitations. UNLESS OTHERWISE PROVIDED IN THE SCHEDULE, OFFERS MAY BE SUBMITTED FOR ANY QUANTITIES LESS THAN THOSE SPECIFIED; AND THE GOVERNMENT RESERVES THE RIGHT TO MAKE AN AWARD ON ANY ITEM FOR A QUANTITY LESS THAN THE QUANTITY OFFERED AT THE UNIT PRICES OFFERED UNLESS THE OFFEROR SPECIFIES OTHERWISE IN HIS OFFER.

(d) A written award (or Acceptance of Offer) mailed (or otherwise furnished) to the successful offeror within the time for acceptance specified in the offer shall be deemed to result in a binding contract without further action by either party.

The following paragraphs (e) through (h) apply only to negotiated solicitations:

(e) The Government may accept within the time specified therein, any offer (or part thereof, as provided in (c) above), whether or not there are negotiations subsequent to its receipt, unless the offer is withdrawn by written notice received by the Government prior to award. If subsequent negotiations are conducted, they shall not constitute a rejection or counter offer on the part of the Government.

(f) The right is reserved to accept other than the lowest offer and to reject any or all offers.

(g) The Government may award a contract, based on initial offers received, without discussion of such offers. Accordingly, each initial offer should be submitted on the most favorable terms from a price and technical standpoint which the offeror can submit to the Government.

(h) Any financial data submitted with any offer hereunder or any representation concerning facilities or financing will not form a part of any resulting contract; provided, however, that if the resulting contract contains a clause providing for price reduction for defective cost or pricing data, the contract price will be subject to reduction if cost or pricing data furnished hereunder is incomplete, inaccurate, or not current.

11. GOVERNMENT-FURNISHED PROPERTY. No material, labor, or facilities will be furnished by the Government unless otherwise provided for in the solicitation.

12. LABOR INFORMATION. General information regarding the requirements of the Walsh-Healey Public Contracts Act (41 U.S.C. 35–45), the Contract Work Hours Standards Act (40 U.S.C. 327–330), and the Service Contract Act of 1965 (41 U.S.C. 351–357) may be obtained from the Department of Labor, Washington, D.C. 20210, or from any regional office of that agency. Requests for information should include the solicitation number, the name and address of the issuing agency, and a description of the supplies or services.

13. SELLER'S INVOICES. Invoices shall be prepared and submitted in quadruplicate (one copy shall be marked "original") unless otherwise specified. Invoices shall contain the following information: Contract and order number (if any), item numbers, description of supplies or services, sizes, quantities, unit prices, and extended totals. Bill of lading number and weight of shipment will be shown for shipments made on Government bills of lading.

14. SMALL BUSINESS CONCERN. A small business concern for the purpose of Government procurement is a concern, including its affiliates, which is independently owned and operated, is not dominant in the field of operation in which it is submitting offers on Government contracts, and can further qualify under the criteria concerning number of employees, average annual receipts, or other criteria, as prescribed by the Small Business Administration. (See Code of Federal Regulations, Title 13, Part 121, as amended, which contains detailed industry definitions and related procedures.)

15. CONTINGENT FEE. If the offeror, by checking the appropriate box provided therefor, has represented that he has employed or retained a company or person (other than a full-time bona fide employee working solely for the offeror) to solicit or secure this contract, or that he has paid or agreed to pay any fee, commission, percentage, or brokeage fee to any company or person contingent upon or resulting from the award of this contract, he shall furnish, in duplicate, a complete Standard Form 119, Contractor's Statement of Contingent or Other Fees. If offeror has previously furnished a completed Standard Form 119 to the office issuing this solicitation, he may accompany his offer with a signed statement (a) indicating when such completed form was previously furnished, (b) identifying by number the previous solicitation or contract, if any, in connection with which such form was submitted, and (c) representing that the statement in such form is applicable to this offer.

16. PARENT COMPANY. A parent company for the purpose of this offer is a company which either owns or controls the activities and basic business policies of the offeror. To own another company means the parent company must own at least a majority (more than 50 percent) of the voting rights in that company. To control another company, such ownership is not required; if another company is able to formulate, determine, or veto basic business policy decisions of the offeror, such other company is considered the parent company of the offeror. This control may be exercised through the use of dominant minority voting rights, use of proxy voting, contractual arrangements, or otherwise.

17. EMPLOYER'S IDENTIFICATION NUMBER. (Applicable only to advertised solicitations.) The offeror shall insert in the applicable space on the offer form, if he has no parent company, his own Employer's Identification Number (E..I. No.) (Federal Social Security Number used on Employer's Quarterly Federal Tax Return, U.S. Treasury Department Form 941), or, if he has a parent company, the Employer's Identification Number of his parent company.

18. CERTIFICATION OF INDEPENDENT PRICE DETERMINATION.

(a) This certification on the offer form is not applicable to a foreign offeror submitting an offer for a contract which requires performance or delivery outside the United States, its possessions, and Puerto Rico.

(b) An offer will not be considered for award where (a)(1), (a)(3), or (b) of the certification has been deleted or modified. Where (a)(2) of the certification has been deleted or modified, the offer will not be considered for award unless the offeror furnishes with the offer a signed statement which sets forth in detail the circumstances of the disclosure and the head of the agency, or his designee, determines that such disclosure was not made for the purpose of restricting competition.

19. ORDER OF PRECEDENCE. In the event of an inconsistency between provisions of this solicitation, the inconsistency shall be resolved by giving precedence in the following order: (a) the Schedule; (b) Solicitation Instructions and Conditions; (c) General Provisions; (d) other provisions of the contract, whether incorporated by reference or otherwise; and (e) the specifications.

Take a minute
fill out this form today!

SBA

PASS

Increase your business opportunities!
List your company in SBA's Automated directory of Small Businesses . . . PASS

Instructions: Complete all items on this form as accurately as possible. *Write N/A in boxes if not applicable.* Tear off this portion at the perforation. Fold the remaining halves so your company profile is inside. Close the flap, seal with tape and mail. (DO NOT STAPLE)

What happens: We will notify you as soon as your company is listed in the Procurement Automated Source System (PASS). Your company's capabilities are then available to many Government agencies and major corporations when they request potential bidders for contracts and subcontracts. Remember: Although PASS increases your exposure, it does not guarantee solicitations or contracts. PASS should be just one facet to your regular marketing efforts.

PASS is free! You have nothing to lose and possibly new contracts to gain. Don't delay . . . Mail back this postage paid envelope today!

- -

The enclosed company profile is ☐ a new listing or ☐ an updated listing.

PROCUREMENT AUTOMATED SOURCE SYSTEM (PASS)—COMPANY PROFILE

IDENTIFICATION: PASS is designed only for small businesses organized for profit and independently owned and operated

COMPANY NAME ______________________

MAILING ADDRESS ______________________

CITY ____________ STATE ____ ZIP ________

PHONE ______________________
Area Code Phone Number

EMPLOYER IDENTIFICATION NO. (if avail.) ____________

DUNS NO. (if available) ____________

TOTAL SALES LAST FISCAL YEAR ____________

YEAR BUSINESS ESTABLISHED ____________

NAME OF CONTACT ____________

NUMBER OF EMPLOYEES ____________

BUSINESS TYPES: PASS is divided into 4 types of businesses. Please estimate the percentage of your business allocated to the following (total must equal 100%) and complete the appropriate Section(s).

MANUFACTURING/SUPPLIES ____ %

CHECK APPLICABLE BOX(ES)

☐ Manufacturer ☐ Dealer ☐ Wholesale Distributor

MANUFACTURING FACILITY SIZE ____________ SQ. FT.

RESEARCH AND DEVELOPMENT ____ %

No. of Engineers & Scientists ____________

Expertise of key personnel ____________

CONSTRUCTION ____ %

MAXIMUM CURRENT BONDING LEVEL (if avail.) $________

MAXIMUM OPERATING RADIUS ____________ (miles)

Anywhere in the U.S., enter 3999 above.

Anywhere in the World, Enter 9999 above.

SERVICES ____ %

MAXIMUM CURRENT BONDING LEVEL (if avail.) $________

MAXIMUM OPERATING RADIUS ____________ (miles)

Anywhere in the U.S., enter 3999 above.

Anywhere in the World, enter 9999 above.

CAPABILITIES (Limit 32 words, avoid abbreviations)

List products, services, special capabilities, and important categories under which you want your business listed. The system searches businesses based on the capabilities you list in this section. ______________________

CODES (If unknown, leave blank. Appropriate Codes will be assigned)

Standard Industrial Classification (SIC) Code(s):

☐☐☐☐ ☐☐☐☐
☐☐☐☐ ☐☐☐☐

Federal Supply Classification (FSC) Commodity/Product Service Code(s):

☐☐☐☐ ☐☐☐☐
☐☐☐☐ ☐☐☐☐

MANUFACTURING QUALITY ASSURANCE INFORMATION

☐ MIL-I-45208
☐ MIL-Q-9858
☐ OTHER (Please Identify)

EXPORTS (check one box) ✓

☐ ACTIVE EXPORTER
☐ INTERESTED IN EXPORTS
☐ NOT INTERESTED IN EXPORTS

OWNERSHIP (check all applicable boxes) ✓

Company is at least 51% OWNED, CONTROLLED and ACTIVELY MANAGED BY:

☐ VETERAN(S)
☐ CHECK IF ANY SERVICE WAS IN THE VIETNAM ERA (1964-1975)
☐ WOMAN/WOMEN
☐ MINORITY PERSON(S)

IF MINORITY OWNER [illegible] ✓

☐ BLACK AMERICAN ☐ HISPANIC AMERICAN
☐ NATIVE AMERICAN (includes American, Indian, Eskimo, Aleut & Native Hawaiian)
☐ ASIAN/INDIAN AMERICAN (includes India, Pakistan, Bangladesh)
☐ ASIAN/PACIFIC AMERICAN (includes Asia, Indian Subcontinent & Pacific Islands & Orientals)

SIGNATURE Important [illegible]

CERTIFICATION—I certify that this is a small business and information supplied herein (including all pages attached) is correct and that neither the applicant nor any person (or concern) in any connection with the applicant as a principal or officer, so far as is known, is now debarred or otherwise declared ineligible by any agency of the Federal Government from making offers for furnishing materials, supplies, or services to the Government or any agency thereof.

INFORMATION CONTAINED IN THIS PROFILE MAY BE DISCLOSED AT THE DISCRETION OF THE SMALL BUSINESS ADMINISTRATION.

______________________ Signature of Company Officer

______________________ Title

______________________ Date

Please Note: The estimated burden hours for completion of this form is 16 minutes per response. If you have any questions or comments concerning this estimate or any other aspects of this information collection please contact. William Cline, Chief Administrative Information Branch, U.S. Small Business Administration, 1441 L St., NW, Washington, DC 20416, or Gary Waxman, Clearance Officer, Paperwork Reduction Project (3245-0024), Office of Management and Budget, Washington, DC 20503.

SBA Form 1167 (12/89)
OMB Approved: 3245-0024 Exp. (5/31/92)

BEST COPY AVAILABLE

Appendix 2. Agency Resources

SBA Field Offices—Women's Business Ownership Coordinators and Representatives

SBA Procurement Center Representatives (PCR)

SBA Procurement Source Specialists

SBA Subcontracting Specialists

GSA Business Service Center Regional Offices

GSA Small Business Information Offices

Department of Commerce, Minority Business Development Centers (MBDC)

Federal Offices of Small and Disadvantaged Business Utilization (OSDBU)

Small Business Innovation Research Representatives (SBIR)

Defense Logistics Agency (DLA) Supply Centers

Defense Contract Administration Sources (DCAS) Regional Offices

SBA FIELD OFFICES

REG	TYPE	CITY	ST	ZIP	ADDRESS		PUBLIC PHONE
01	RO	BOSTON	MA	02110	60 BATTERYMARCH STREET	10TH FLOOR	(617)451-2023
01	DO	AUGUSTA	ME	04330	40 WESTERN AVENUE	ROOM 512	(207)622-8378
01	DO	BOSTON	MA	02222-1093	10 CAUSEWAY STREET	ROOM 265	(617)565-5590
01	DO	CONCORD	NH	03301-1257	55 PLEASANT STREET	ROOM 210	(603)225-1400
01	DO	HARTFORD	CT	06106	330 MAIN STREET	2ND FLOOR	(203)240-4700
01	DO	MONTPELIER	VT	05602	87 STATE STREET	ROOM 205	(802)828-4474
01	DO	PROVIDENCE	RI	02903	380 WESTMINISTER MALL	5TH FLOOR	(401)528-4561
01	BO	SPRINGFIELD	MA	01103	1550 MAIN STREET	ROOM 212	(413)785-0268
02	RO	NEW YORK	NY	10278	26 FEDERAL PLAZA	ROOM 31-08	(212)264-7772
02	POD	ALBANY	NY	12207	445 BROADWAY	ROOM 222	(518)472-6300
02	POD	CAMDEN	NJ	08104	2600 MT. EPHRAIN AVE.		(609)757-5183
02	POD	ROCHESTER	NY	14614	100 STATE STREET	ROOM 601	(716)263-6700
02	POD	ST. CROIX	VI	00820	4C & 4D ESTE SION FRM	ROOM 7	(809)778-5380
02	POD	ST. THOMAS	VI	00801	VETERANS DRIVE	ROOM 283	(809)774-8530
02	DO	HATO REY	PR	00918	CARLOS CHARDON AVE.	ROOM 691	(809)753-4002
02	DO	NEW YORK	NY	10278	26 FEDERAL PLAZA	ROOM 3100	(212)264-4355
02	DO	NEWARK	NJ	07102	60 PARK PLACE	4TH FLOOR	(201)645-2434
02	DO	SYRACUSE	NY	13260	100 S. CLINTON STREET	ROOM 1071	(315)423-5383
02	BO	BUFFALO	NY	14202	111 W. HURON STREET	ROOM 1311	(716)846-4301
02	BO	ELMIRA	NY	14901	333 E. WATER STREET	4TH FLOOR	(607)734-8130
02	BO	MELVILLE	NY	11747	35 PINELAWN ROAD	ROOM 102E	(516)454-0750
03	RO	KING PRUSSIA	PA	19406	475 ALLENDALE ROAD	SUITE 201	(215)962-3750
03	DO	BALTIMORE	MD	21202	10 N. CALVERT STREET	3RD FLOOR	(301)962-4392
03	DO	CLARKSBURG	WV	26301	168 W. MAIN STREET	5TH FLOOR	(304)623-5631
03	DO	KING PRUSSIA	PA	19406	475 ALLENDALE ROAD	SUITE 201	(215)962-3846
03	DO	PITTSBURGH	PA	15222	960 PENN AVENUE	5TH FLOOR	(412)644-2780
03	DO	RICHMOND	VA	23240	400 N. 8TH STREET	ROOM 3015	(804)771-2617
03	DO	WASHINGTON	DC	20036	1111 18TH STREET, NW	6TH FLOOR	(202)634-1500
03	BO	CHARLESTON	WV	25301	550 EAGAN STREET	SUITE 309	(304)347-5220
03	BO	HARRISBURG	PA	17101	100 CHESTNUT STREET	SUITE 309	(717)782-3840
03	BO	WILKES-BARRE	PA	18701	20 N. PENNSYLVANIA AVE.	ROOM 2327	(717)826-6497
03	BO	WILMINGTON	DE	19801	920 N.KING STREET	ROOM 412	(302)573-6294
04	RO	ATLANTA	GA	30367-8102	1375 PEACHTREE ST., NE	5TH FLOOR	(404)347-2797
04	POD	STATESBORO	GA	30458	52 N. MAIN STREET	ROOM 225	(912)489-8719
04	POD	TAMPA	FL	33602	700 TWIGGS STREET	ROOM 607	(813)228-2594
04	POD	W. PALM BEACH	FL	33407	5601 CORPORATE WAY	SUITE 402	(407)689-3922
04	DO	ATLANTA	GA	30309	1720 PEACHTREE RD, NW	6TH FLOOR	(404)347-2441
04	DO	BIRMINGHAM	AL	35203-2398	2121 8TH AVE. N.	SUITE 200	(205)731-1344
04	DO	CHARLOTTE	NC	28202	222 S. CHURCH STREET	ROOM 300	(704)371-6563
04	DO	COLUMBIA	SC	29202	1835 ASSEMBLY STREET	ROOM 358	(803)765-5376
04	DO	CORAL GABLES	FL	33146	1320 S. DIXIE HIGHWAY	SUITE 501	(305)536-5521
04	DO	JACKSON	MS	39269-0396	101 W. CAPITOL STREET	SUITE 322	(601)965-4378
04	DO	JACKSONVILLE	FL	32256-7504	7825 BAYMEADOWS WAY	SUITE 100-B	(904)443-1950
04	DO	LOUISVILLE	KY	40202	600 M. L. KING, JR. PL.	ROOM 188	(502)582-5976
04	DO	NASHVILLE	TN	37228-1500	50 VANTAGE WAY	2ND FLOOR	(615)736-5850
04	BO	GULFPORT	MS	39501-7758	ONE HANCOCK PLAZA	SUITE 1001	(601)863-4449
05	RO	CHICAGO	IL	60604-1593	230 S. DEARBORN STREET	ROOM 510	(312)353-0359
05	POD	EAU CLAIRE	WI	54701	500 S. BARSTOW COMMO	ROOM 37	(715)834-9012
05	DO	CHICAGO	IL	60604-1779	219 S. DEARBORN STREET	ROOM 437	(312)353-4528
05	DO	CLEVELAND	OH	44199	1240 E. 9TH STREET	ROOM 317	(216)522-4180
05	DO	COLUMBUS	OH	43215	85 MARCONI BLVD.	ROOM 512	(614)469-6860
05	DO	DETROIT	MI	48226	477 MICHIGAN AVE.	ROOM 515	(313)226-6075
05	DO	INDIANAPOLIS	IN	46204-1584	575 N. PENNSYLVANIA ST.	ROOM 578	(317)226-7272
05	DO	MADISON	WI	53703	212 E. WASHINGTON AVE.	ROOM 213	(608)264-5261
05	DO	MINNEAPOLIS	MN	55403-1563	100 N. 6TH STREET	STE 610	(612)370-2324
05	BO	CINCINNATI	OH	45202	550 MAIN STREET	ROOM 5028	(513)684-2814
05	BO	MARQUETTE	MI	49885	300 S. FRONT ST.		(906)225-1108
05	BO	MILWAUKEE	WI	53203	310 W. WISCONSIN AVE.	SUITE 400	(414)291-3941
05	BO	SPRINGFIELD	IL	62704	511 W. CAPITOL STREET	SUITE 302	(217)492-4416

RO-REGIONAL OFFICE   DO-DISTRICT OFFICE   BO-BRANCH OFFICE   POD-POST OF DUTY

DAO-DISASTER AREA OFFICE

SBA FORM 348 (2/01/90)   PREVIOUS EDITIONS ARE OBSOLETE, DESTROY OLD STOCK

REG	TYPE	CITY	ST	ZIP	ADDRESS		PUBLIC PHONE
06	RO	DALLAS	TX	75235-3391	8625 KING GEORGE DR.	BLDG. C	(214)767-7643
06	POD	AUSTIN	TX	78701	300 E. 8TH STREET	ROOM 520	(512)482-5288
06	POD	MARSHALL	TX	75670	505 E. TRAVIS	ROOM 103	(214)935-5257
06	POD	SHREVEPORT	LA	71101	500 FANNIN STREET	ROOM 8A-08	(318)226-5196
06	DO	ALBUQUERQUE	NM	87100	5000 MARBLE AVE., NE	ROOM 320	(505)262-6171
06	DO	DALLAS	TX	75242	1100 COMMERCE STREET	ROOM 3C-36	(214)767-0605
06	DO	EL PASO	TX	79902	10737 GATEWAY W.	SUITE 320	(915)541-7586
06	DO	HARLINGEN	TX	78550	222 E. VAN BUREN ST.	ROOM 500	(512)427-8533
06	DO	HOUSTON	TX	77054	2525 MURWORTH	SUITE 112	(713)660-4401
06	DO	LITTLE ROCK	AR	72201	320 W. CAPITOL AVE.	ROOM 601	(501)378-5871
06	DO	LUBBOCK	TX	79401	1611 TENTH STREET	SUITE 200	(806)743-7462
06	DO	NEW ORLEANS	LA	70112	1661 CANAL STREET	SUITE 2000	(504)589-6685
06	DO	OKLAHOMA CITY	OK	73102	200 N. W. 5TH STREET	SUITE 670	(405)231-4301
06	DO	SAN ANTONIO	TX	78216	7400 BLANCO ROAD	SUITE 200	(512)229-4535
06	BO	CORPUS CHRISTI	TX	78401	400 MANN STREET	SUITE 403	(512)888-3331
06	BO	FT. WORTH	TX	76102	819 TAYLOR STREET	ROOM 10A27	(817)334-3777
07	RO	KANSAS CITY	MO	64106	911 WALNUT STREET	13TH FLOOR	(816)426-2989
07	DO	CEDAR RAPIDS	IA	52402-3118	373 COLLINS ROAD NE	ROOM 100	(319)399-2571
07	DO	DES MOINES	IA	50309	210 WALNUT STREET	ROOM 749	(515)284-4422
07	DO	KANSAS CITY	MO	64106	1103 GRAND AVE.	6TH FLOOR	(816)374-3419
07	DO	OMAHA	NB	68154	11145 MILL VALLEY RD.		(402)221-4691
07	DO	ST. LOUIS	MO	63101	815 OLIVE STREET	ROOM 242	(314)539-6600
07	DO	WICHITA	KS	67202	110 E. WATERMAN ST.	1ST FLOOR	(316)269-6571
07	BO	SPRINGFIELD	MO	65802-3200	620 S. GLENSTONE ST.	SUITE 110	(417)864-7670
08	RO	DENVER	CO	80202	999 18TH STREET	SUITE 701	(303)294-7001
08	DO	CASPER	WY	82602-2839	100 EAST B. STREET	ROOM 4001	(307)261-5761
08	DO	DENVER	CO	80202-2599	721 19TH STREET	ROOM 407	(303)844-2607
08	DO	FARGO	ND	58108-3086	657 2ND AVE. N.	ROOM 218	(701)239-5131
08	DO	HELENA	MT	59626	301 S. PARK	ROOM 528	(406)449-5381
08	DO	SALT LAKE CITY	UT	84138-1195	125 S. STATE STREET	ROOM 2237	(801)524-5800
08	DO	SIOUX FALLS	SD	57102-0527	101 S. MAIN AVE.	SUITE 101	(605)336-4231
09	RO	SAN FRANCISCO	CA	94102	450 GOLDEN GATE AVE.		(415)556-7489
09	POD	RENO	NV	89505	50 S. VIRGINIA ST.	ROOM 238	(702)784-5268
09	POD	TUCSON	AZ	85701	300 W. CONGRESS ST.	ROOM 3V	(602)629-6715
09	DO	FRESNO	CA	93727-1547	2719 N. AIR FRESNO DR.		(209)487-5189
09	DO	HONOLULU	HI	96850	300 ALA MOANA BLVD.	ROOM 2213	(808)541-2990
09	DO	LAS VEGAS	NV	89125	301 E. STEWART ST.	ROOM 301	(702)388-6611
09	DO	GLENDALE	CA	91203	330 N. GRAND BLVD.		(213)894-2956
09	DO	PHOENIX	AZ	85004	2005 N. CENTRAL AVE.	5TH FLOOR	(602)379-3737
09	DO	SAN DIEGO	CA	92188	880 FRONT STREET	STE. 4-S-29	(619)557-5440
09	DO	SAN FRANCISCO	CA	94105-1988	211 MAIN STREET	4TH FLOOR	(415)974-0649
09	BO	AGANA	GM	96910	PACIFIC DAILY NEWS BDG	ROOM 508	(671)472-7277
09	BO	SACRAMENTO	CA	95814-2413	660 J STREET	ROOM 215	(916)551-1426
09	DO	SANTA ANA	CA	92703	901 W. CIVIC CTR DR	ROOM 160	(714)836-2494
09	POD	VENTURA	CA	93003-4459	6477 TELEPHONE RD.	SUITE 10	(805)642-1866
10	RO	SEATTLE	WA	98121	2615 4TH AVENUE	ROOM 440	(206)442-5676
10	DO	ANCHORAGE	AK	99501	222 W. 8th AVE.	ROOM 67	(907)271-4022
10	DO	BOISE	ID	83702	1020 MAIN STREET	SUITE 290	(208)334-1696
10	DO	PORTLAND	OR	97201-6605	222 S. W. COLUMBIA	SUITE 500	(503)326-2682
10	DO	SEATTLE	WA	98174-1088	915 SECOND AVE.	ROOM 1792	(206)442-5534
10	DO	SPOKANE	WA	99204	W.601 FIRST AVENUE	10TH FLOOR	(509)353-2807
CO	DAO1	NIAGARA FALLS	NY	14302	360 RAINBOW BLVD S.	3RD FLOOR	(716)282-4612
CO	DAO2	ATLANTA	GA	30308	120 RALPH McGILL ST.	14TH FLOOR	(201)794-8195
CO	DAO3	FT. WORTH	TX	76155	4400 AMON CARTER BLVD	SUITE 102	(817)267-1888
CO	DAO4	SACRAMENTO	CA	95825	1825 BELL STREET	SUITE 208	(916)978-4578

RO-REGIONAL OFFICE DO-DISTRICT OFFICE BO-BRANCH OFFICE POD-POST OF DUTY

DAO-DISASTER AREA OFFICE

SBA Procurement Center Representatives (PCRs)

PCRs are stationed throughout the country at selected military and civilian locations that have major buying programs. There are two types of PCRs, Traditional (TPCRs) and Breakout (BPCRs) whose duties are different but complementary.

TPCRs are in the review cycle of requirements packages processed by the contracting agencies. Some of their duties include recommending small business set-asides for acquisitions not unilaterally set aside by the acquisition activity (this means restricting the acquisition to competition between small business concerns); providing small business sources to assure the widest possible small business participation in the acquisition; looking out for provisions in solicitations which might inhibit or discourage small firms from submitting offers; counseling small business, including women-owned business, firms; and reviewing subcontracting plans.

BPCRs are located at the 31 major procurement centers of the Department of Defense. The BPCRs and their Technical Advisors are advocates for the breakout of items through full and open competition. All BPCRs are accredited engineers familiar with the supplies and services procured at the center. BPCRs review the method by which DOD intends to procure goods and services to insure that competition is not unnecessarily restricted and recommends appropriate procurement methods when competition can be expanded.

A list of Traditional and Breakout PCRs in your area can be obtained from your local SBA office.

U.S. Small Business Administration Procurement Source Specialists

Areas and Office Locations

Maine, New Hampshire, Rhode Island, Massachusetts, Vermont, Connecticut
60 Batterymarch
10th Floor
Boston, MA 02110
617-223-3162

New York, New Jersey, Puerto Rico, Virgin Islands
26 Federal Plaza
New York, NY 10278
212-264-3237

Pennsylvania, Maryland, West Virginia, Virginia, Delaware, District of Columbia
Allendale Square
Suite 201,
475 Allendale Square
King of Prussia, PA 19406
215 962-3710

North Carolina, South Carolina, Georgia, Florida, Mississippi, Alabama, Kentucky, Tennessee
1375 Peachtree St., N.E.
5th Floor
Atlanta, GA 30367
404-881-7587

Ohio, Illinois, Indiana, Wisconsin, Michigan, Minnesota
230 S. Dearborn Street
Room 510
Chicago, Il 60604
312-353-1395

Texas, Louisiana, Arkansas, Oklahoma, New Mexico
8625 King George Dr.
Bldg C
Dallas, TX 75235-3391
214-767-7639

Kansas, Missouri, Nebraska, Iowa
911 Walnut Street
13th Floor
Kansas City, MO 64106
816-374-5502

Colorado, Wyoming, Utah, Montana, North Dakota, South Dakota
999 18th Street
Suite 701
Denver, CO 80202
303-844-5441

California, Arizona, Hawaii, Nevada, Guam
Box 36044
450 Golden Gate Ave.
San Francisco, CA 94102
415-556-1619

Oregon, Idaho, Washington, Alaska
2615 Fourth Avenue
Room 440
Seattle, WA 98121
(206) 442-0390

U.S. Small Business Administration Commercial Market Representatives

Office Locations

SBA District Office
55 Pleasant Street
Concord NH 03301
(603) 225-1400

SBA Branch Office
1550 Main Street, Rm 212
Springfield, MA 01103
(413) 785-0268

SBA Regional Office
60 Batterymarch
Boston, MA 02110
(617) 223-4485

SBA District Office
Federal Building
Room 1073
100 South Clinton Street
Syracuse, NY 13260
(315) 423-5379

SBA Regional Office
26 Federal Plaza
Room 29-118
New York, NY 10278
(212) 264-1452

SBA District Office
970 Broad Street
Room 1635
Newark, NJ 07102
(201) 645-3920

Region 3 Small Business
Administration
One Bala Cynwyd Plaza
231 St. Asaphs Rd.
Bala Cynwyd, PA 19004
(215) 596-0423

SBA Regional Office
1375 Peachtree Street, N.E.
Atlanta, GA 30367
(404) 881-7587

SBA Regional Office
1375 Peachtree Street, N.E.
Atlanta, GA 30367
(404) 881-4588

SBA Regional Office
Federal Building
230 So. Dearborn Street
Chicago, IL 60604
(312) 353-1395

SBA District Office
Federal Building
U.S. Courthouse
85 Marconi Blvd.
Columbus, OH 43215
(614) 469-6727

SBA Regional Office
8625 King George Drive
Building C
Dallas, TX 75235
(214) 767-7641

SBA Regional Office
911 Walnut Street, 13th Floor
Kansas City, MO 64106
(816) 374-5201

SBA District Office
815 Olive, Rm 242
St. Louis, MO 63101
(314) 425-6600

SBA Regional Office
North Tower Bldg.
999-18th St., Suite 701
Denver, CO 80202
(303) 294-7020

SBA District Office
350 South Figueroa Street
Los Angeles, CA 90071
(213) 688-6230

SBA District Office
Federal Building
Suite 4-S-29
880 Front Street
San Diego, CA 92188
(619) 293-5438

SBA Regional Office
450 Golden Gate Avenue
Box 36044
San Francisco, CA 94102
(415) 556-1619

SBA District Office
350 South Figueroa Street
Los Angeles, CA 90071
(213) 688-6230

SBA District Office
3030 North Central Avenue
Suite 1201
Phoenix, AZ 85012
(602) 261-2208

Honolulu District Office
PO Box 50207
300 Ala Moana
Honolulu, HI 96850
(808) 546-8634

SBA Regional Office
2615 Fourth Avenue, Room 440
Seattle, WA 98121
(206) 442-0390

Office of Procurement and
Technical Assistance
U.S. Small Business
Administration
1441 L Street, N.W.
Washington, DC 20416
(202) 653-6442

GSA Business Service Center Regional Offices

Areas and Office Locations

District of Columbia and nearby Maryland and Virginia
7th and D Streets, S.W.
Room 1050
Washington, D.C. 20407
(202) 472-1804

Maine, Vermont, New Hampshire, Massachusetts, Connecticut, Rhode Island
John W. McCormack Post Office
and Courthouse
10 Causeway Street
Boston, MA 02222
(617) 565-8100

New York, New Jersey, Puerto Rico, Virgin Islands
26 Federal Plaza
New York, N Y 10278
(212) 264-1234

Pennsylvania, Delaware, West Virginia, Maryland, Virginia
9th and Market Streets
Room 1300
Philadelphia, PA 19107
(215) 597-9613

North Carolina, South Carolina, Georgia, Tennessee, Kentucky, Florida, Alabama, Mississippi
Richard B. Russell Federal
Building and Courthouse
Atlanta, GA 30303
(404) 221-5103/3032

Ohio, Indiana, Illinois, Michigan, Minnesota, Wisconsin
230 South Dearborn Street
Chicago, IL 60604
(312) 353-5383

Missouri, Iowa, Kansas, Nebraska
1500 East Bannister Road
Kansas City, MO 64131
(816) 926-7201

Arkansas, Louisiana, Texas, New Mexico, Oklahoma
819 Taylor Street
Fort Worth, TX 76102
(817) 334-3284

Colorado, North Dakota, South Dakota, Utah, Montana, Wyoming
Building 41
Denver Federal Center
Denver, CO 80225
(303) 234-2216

Northern California, Hawaii, all of Nevada except Clark County
525 Market Street
San Francisco, CA 94105
(415) 454-9000

Los Angeles, Southern California, Arizona and Clark County, Nevada
300 North Los Angeles Street
Los Angeles, CA 90012
(213) 688-3210

Washington, Oregon, Idaho, Alaska
GSA Center, Room 2413
15th and C Streets, S.W.
Auburn, WA 98001
(206) 931-7956

GSA Small Business Information Offices

Alabama
Birmingham
(205) 254-1755
Huntsville
(205) 895-5326
Mobile
(205) 690-2361
Montgomery
(205) 832-7310

Alaska
Anchorage
(907) 271-3650

Arizona
Phoenix
(602) 261-3294
Tucson
(602) 792-6301

Arkansas
Little Rock
(501) 378-5526
Ft. Smith
(501) 782-1934

California
Fresno
(209) 487-5069
Sacramento
(916) 440-3171
San Diego
(714) 293-6640

Colorado
Colorado Springs
(303) 635-8911
Ext. 3243

Connecticut
Hartford
(203) 244-3540
New Haven
(203) 773-2345

Florida
Jacksonville
(904) 791-2791
Miami
(305) 350-5751
Tampa
(813) 228-2351

Georgia
Savannah
(912) 944-4208
Thomasville
(912) 226-2716

Hawaii
Honolulu
(808) 546-7516

Idaho
Boise
(208) 384-1242

Illinois
Springfield
(217) 492-4270

Indiana
Indianapolis
(317) 269-6234

Iowa
Des Moines
(515) 384-4114

Kentucky
Covington
(513) 684-1393
Louisville
(502) 582-6436

Louisiana
New Orleans
(504) 589-6601
Shreveport
(318) 226-5006

Maine
Augusta
(207) 622-6171
Ext. 252

Maryland
Baltimore
(301) 922-7611

Massachusetts
Andover
(617) 681-5504
Worchester
(617) 793-0408

Michigan
Detroit
(313) 226-4910

Minnesota
Twin Cities
(612) 725-4015

Mississippi
Jackson
(601) 960-4449
Tupelo
(601) 842-0613

Montana
Billings
(406) 657-6279
Helena
(406) 449-5285
Missoula
(406) 329-3117

Nevada
Las Vegas
(702) 385-6444
Reno
(702) 784-5302

New Hampshire
Manchester
(603) 666-7581

New Jersey
Newark
(201) 645-2416
Trenton
(609) 989-2082

New Mexico
Albuquerque
(505) 766-2101
Santa Fe
(505) 988-6361

New York
Albany
(518) 472-5447
Brooklyn (NYC)
(212) 330-7474
Buffalo
(716) 846-4588
Plattsburg
(518) 563-0860
Rochester
(716) 263-6288
Syracuse
(315) 423-5424

North Carolina
Asheville
(704) 258-2850
Raleigh
(919) 755-4680

North Dakota
Bismarck
(701) 255-4011
Ext. 4316
Fargo
(701) 237-5771
Ext. 5453

Ohio
Cincinnati
(513) 684-2306
Cleveland
(216) 522-4220
Columbus
(614) 469-6824

Oklahoma
Muskegee
(918) 687-2283
Oklahoma City
(405) 231-4706
Tulsa
(918) 581-7755

Oregon
Eugene
(503) 687-6640

Pennsylvania
Erie
(814) 452-2903

Puerto Rico
Hato Rey
(809) 753-4370

Rhode Island
Providence
(401) 528-4492

South Carolina
Charleston
(803) 724-4233
Columbia
(803) 765-5581

South Dakota
Aberdeen
(605) 225-0250
Ext. 301
Pierre
(605) 224-5852

Tennessee
Memphis
(901) 521-3675
Nashville
(615) 251-5221
Oak Ridge
(615) 576-0583

Texas
Beaumont
(713) 839-2501
Dallas
(214) 767-0084
El Paso
(915) 541-7714
Laredo
(512) 723-6642
Lubbock
(806) 762-7401
San Antonio
(512) 229-6040

Utah
Ogden
(801) 625-6764

Vermont
Burlington
(802) 951-6364

Virginia
Richmond
(804) 771-2101
Roanoke
(703) 982-6174

Washington
Bellingham
(206) 676-8440

Spokane
(509) 456-4663

West Virginia
Parkersburg
(304) 422-8551
Ext. 1276

Wisconsin
Milwaukee
(414) 291-3035

Wyoming
Casper/Mills
(307) 265-5550
Ext. 5427
Cheyenne
(307) 778-2220
Ext. 2341

Minority Business Development Agency
Minority Business Development Centers (MBDC)

State	Firm	Address	Telephone
Alabama	Birmingham MBDC	2100 16th Ave., South, Suite 203 Birmingham, AL 35205	205-930-9254
	Mobile MBDC	801 Executive Park Drive, Suite 104 Mobile, AL 36606	205-471-5165
	Montgomery MBDC	770 S. McDonough St., Suite 207 Montgomery, AL 36104	205-834-7598
Alaska	Alaska MBDC	1577 C St., Plaza, Suite 200 Anchorage, AK 99501	907-274-5400
Arizona	Arizona IBDC	2111 East Baseline Road, Suite F-8 Tempe, AZ 85283	602-831-7524
	Phoenix MBDC	1661 East Camelback, Suite 210 Phoenix, AZ 85016	602-277-7707
Arkansas	Little Rock MBDC	One Riverfront Place, Suite 416 North Little Rock, AR 72114	501-372-7312
California	Anaheim MBDC	5 Hutton Center Dr., Suite 1050 Santa Ana, CA 92707	714-542-2700
	Bakersfield MBDC	218 South H St., Suite 103 Bakersfield, CA 93304	805-837-0291
	California IBDC	9650 Flair Dr., Suite 303 El Monte, CA 91731	818-442-3701
	Fresno MBDC	2010 N. Fine, Suite 103 Fresno, CA 93727	209-252-7551
	Los Angeles 2 MBDC	3807 Wilshire Blvd., Suite 700 Los Angeles, CA 90010	213-380-9471
	Oxnard MBDC	451 W. Fifth St. Oxnard, CA 93030	805-483-1123
	Stockton MBDC	5361 N. Pershing Ave., Suite F Stockton, CA 95207	209-477-2098
	Riverside MBDC	1060 Cooley Dr., Suite F Colton, CA 92324	714-824-9695
	Sacramento MBDC	630 Bercut Drive, Suite C & D Sacramento, CA 95814	916-443-0700
	Salinas MBDC	123 Capital St., Suite B Salinas, CA 93901	408-754-1061
	San Francisco MBDC	One California St., Suite 2100 San Francisco, CA 94111	415-989-2920
	San Jose MBDC	150 Almaden Blvd., Suite 600 San Jose, CA 95150	408-275-9000
	Santa Barbara MBDC	4141 State St., Suite B-4 Santa Barbara, CA 93110	805-964-1136
Colorado	Denver MBDC	4450 Morrison Road Denver, CO 80219	303-937-1006
Connecticut	Connecticut MBDC	410 Asylum St., Suite 243 Hartford, CT 06103	203-246-5371
District of Columbia	Washington MBDC	1133-15th St., NW, Suite 1120 Washington, DC 20005	202-785-2886

State	Firm	Address	Telephone
Florida	Jacksonville MBDC	333 N. Laura St., Suite 465 Jacksonville, FL 32202-3508	904-353-3826
	Miami/Ft. Lauderdale MBDC	1200 N.W. 78th Ave., Suite 301 Miami, FL 33126	305-591-7355
	Orlando MBDC	132 E. Colonial Dr., Suite 211 Orlando, FL 32801	407-422-6234
	Tampa/St. Petersburg MBDC	5020 W. Cypress, Suite 217 Tampa, FL 33607	813-228-7555
	West Palm Beach MBDC	2001 Broadway, Suite 301 Riveria Beach, FL 33404	407-393-2530
Georgia	Atlanta MBDC	75 Piedmont Ave., N.E. Suite 256 Atlanta, GA 30303	404-586-0973
	Augusta MBDC	1208 Laney Walker Blvd. Augusta, GA 30901-2796	404-722-0994
	Columbus MBDC	1214 First Ave., Suite 430 Columbus, GA 31902-1696	404-324-4253
	Savannah MBDC	31 W. Congress St., Suite 201 Savannah, GA 31401	912-236-6708
Hawaii	Honolulu MBDC	1001 Bishop St., Suite 2900 Honolulu, HI 98813	808-536-0066
Illinois	Chicago 1 MBDC	35 E. Wacker Dr., Suite 790 Chicago, IL 60601	312-977-9190
	Chicago 2 MBDC	600 Prudential Plaza Chicago, IL 60601	312-585-4710
Indiana	Gary MBDC	567 Broadway Gary, IN 48402	219-883-5802
	Indianapolis MBDC	617 Indiana Ave., Suite 319 Indianapolis, IN 46202	317-685-0055
Kentucky	Louisville MBDC	835 W. Jefferson St., Suite 103 Louisville, KY 40202	502-589-7401
Louisiana	Baton Rouge MBDC	2036 Woodale Blvd., Suite D Baton Rouge, LA 70806	504-924-0186
	New Orleans MBDC	1683 North Clayborne New Orleans, LA 70116	504-947-1491
	Shreveport MBDC	202 North Thomas Drive, Suite 16 Shreveport, LA 71108	318-226-4931
Maryland	Baltimore MBDC	2901 Druid Park Drive, Suite 201 Baltimore, MD 21215	301-383-2214
Massachusetts	Boston MBDC	985 Commonwealth Ave. Boston, MA 02215	617-353-7060
Michigan	Detroit MBDC	65 Cadillac Square, Suite 3701 Detroit, MI 48228-2822	313-961-2100
Minnesota	Minneapolis MBDC	2021 E. Hennepin Ave., Suite 370 Minneapolis, MN 55413	612-378-0361
	Minnesota IBDC	3045 Farr Ave. Cass Lake, MN 56633	218-335-8583
Mississippi	Jackson MBDC	1350 Livingston Lane, Suite A Jackson, MS 39213	601-362-2260

State	Firm	Address	Telephone
Missouri	Kansas City MBDC	1000 Walnut St., Suite 1000 Kansas City, MO 64106	816-221-6504
	St. Louis MBDC	500 Washington, Ave., Suite 1200 St. Louis, MO 63101	314-621-6232
Nevada	Las Vegas MBDC	716 South Sixth St. Las Vegas, NV 89101	702-384-3293
New Jersey	New Brunswick MBDC	134 New St., Room 102 New Brunswick, NJ 08901	201-247-2000
	Newark MBDC	60 Park Place, Suite 1404 Newark, NJ 07102	201-623-7712
New Mexico	Albuquerque MBDC	718 Central S.W. Albuquerque, NM 87102	505-843-7114
	New Mexico IBDC	2401 Twelfth St., N.W. Albuquerque, NM 87197-6507	605-889-9092
New York	Bronx MBDC	349 E. 149th St., Suite 702 Bronx, NY 10451	212-665-8583
	Brooklyn MBDC	16 Court St., Room 1903 Brooklyn, NY 11201	718-522-5880
	Buffalo MBDC	523 Delaware Ave. Buffalo, NY 14202	716-885-0336
	Manhattan MBDC	51 Madison Ave., Suite 2212 New York, NY 10010	212-779-4360
	Nassau/Suffolk MBDC	150 Broad Hollow Road, Suite 304 Melville, NY 11747	516-649-5454
	Queens MBDC	110-29 Horace Harding Expwy. Corona, NY 11368	718-699-2400
	Rochester MBDC	111 East Ave., Suite 215 Rochester, NY 14604	715-232-6120
	Williamsburg/Brooklyn MBDC	12 Heywood St. Brooklyn, NY 11211	718-522-5620
North Carolina	Charlotte MBDC	700 East Stonewall St., Suite 360 Charlotte, NC 28202	704-334-7522
	Cherokee IBDC	Alquoni Rd., Box 1200 Cherokee, NC 28719	704-497-9335
	Cherokee IBDC	185 French Broad Ave. Asheville, NC 28801	704-252-2516
	Fayetteville MBDC	114-1/2 Anderson St. Fayetteville NC 28302	919-483-7513
	Raleigh/Durham MBDC	817 New Bern Ave., Suite 8 Raleigh, NC 27601	919-833-8122
North Dakota	North Dakota IBDC	3315 University Dr. Bismarck, ND 58501-7598	710-255-3225
Ohio	Cleveland MBDC	801 Lakeside, Suite 335 Cleveland, OH 44114	216-664-4150
	Cincinnati MBDC	113 W. Fourth St., Suite 800 Cincinnati, OH 45202	513-381-4770
	Columbus MBDC	37 North High St. Columbus, OH 43215	614-225-6959

State	Firm	Address	Telephone
Oklahoma	Oklahoma City MBDC	1500 N.E. 4th St., Suite 101 Oklahoma City, OK 73117	405-235-0430
	Oklahoma IBDC	5727 Garnett, Suite H Tulsa, OK 74146	918-250-5950
	Tulsa MBDC	240 East Apache St. Tulsa, OK 74106	918-592-1995
Oregon	Portland MBDC	8959 S.W. Barbur Blvd., Suite 102 Portland, OR 97219	503-245-9253
Pennsylvania	Philadelphia MBDC	801 Arch St. Philadelphia, PA 19107	215-629-9841
	Pittsburgh MBDC	Nine Parkway Center, Suite 250 Pittsburgh, PA 15220	412-921-1155
Puerto Rico	Mayaguez MBDC	70 West Mendez Bigo Mayaguez, PR 00708	809-833-7783
	Ponce MBDC	19 Salud St. Ponce, PR 00731	809-840-8100
	San Juan MBDC	207 O'Neill St. San Juan, PR 00936	809-753-8484
South Carolina	Charleston MBDC	701 E. Bay St., Suite 1539 Charleston, SC 29403	803-724-3477
	Columbia MBDC	2700 Middleburg Drive Columbia, SC 29204	803-256-0528
	Greenville/Spartanburg MBDC	300 University Ridge, Suite 200 Greenville, SC 29601	803-271-8753
Tennessee	Memphis MBDC	5 North Third St., Suite 2000 Memphis, TN 38103	901-527-2298
	Nashville MBDC	404 J. Robertson Pkwy., Suite 1920 Nashville, TN 37219	615-255-0432
Texas	Austin MBDC	301 Congress Ave., Suite 1020 Austin, TX 78701	512-476-9700
	Beaumont MBDC	550 Fannin, Suite 106A Beaumont, TX 77701	409-836-1377
	Corpus Christi MBDC	3649 Leopard, Suite 514 Corpus Christi, TX 78404	512-887-7961
	Dallas/Ft. Worth MBDC	1445 Ross Ave., Suite 800 Dallas, TX 75202	214-855-7373
	Houston MBDC	1200 Smith St., Suite 2800 Houston, TX 77002	713-650-3831
	Laredo MBDC	777 Calledelhorte No. 2 Laredo, TX 78401	512-725-5177
	Lubbock/Midland-Odessa MBDC	1220 Broadway, Suite 509 Lubbock, TX 79401	806-762-6232
	McAllen MBDC	1701 W. Bus., Hwy. 83, Suite 1108 McAllen, TX 78501	512-687-5224
	San Antonio MBDC	UTSA, Hemisphere Tower San Antonio, TX 78285	512-224-1945

State	Firm	Address	Telephone
Utah	Salt Lake City MBDC	350 East 500 South, Suite 101 Salt Lake City, UT 84111	810-328-8181
Virgin Islands	Virgin Islands MBDC	81-AB Princess Gade St. Thomas, VI 00804	809-774-7215
Virginia	Newport News MBDC	6060 Jefferson Ave., Suite 6016 Newport News, VA 23605	804-245-8743
	Norfolk MBDC	355 Crawford Parkway, Suite 808 Portsmouth, VA 23701	804-399-0888
Washington	Seattle MBDC	155 N.E. 100th Ave., Suite 401 Seattle, WA 98125	206-525-5617
Wisconsin	Milwaukee MBDC	3929 N. Humboltd Blvd. Milwaukee, WI 53212	414-332-6288

Federal Offices of Small and Disadvantaged Business Utilization (OSDBU)

The following offices offer small businesses information and guidance on procurement procedures, how to be placed on a bidder's mailing list, and identification of both prime and subcontracting opportunities.

DEPARTMENTS

Department of Agriculture
14th & Independence Ave, SW
Room 124 W
Washington, DC 20250
Telephone: (202) 447-7117

Department of Commerce
14th & Constitution Ave, NW
Room 6411
Washington, DC 20230
Telephone: (202) 377-1472

Department of Defense
The Pentagon, Room 2A340
Washington, DC 20301-3061
Telephone: (202) 694-1151

Department of the Air Force
The Pentagon, Room 5E271
Washington, DC 20330-5040
Telephone: (202) 697-4126

Department of the Army
The Pentagon, Room 2A712
Washington, DC 20310-0106
Telephone: (202) 695-9800

Department of the Navy
Crystal Plaza #5
Room 120
Washington, DC 20360-5000
Telephone: (202) 692-7122

Defense Logistics Agency
Cameron Station
Room 4C112
Alexandria, VA 22304-6100
Telephone: (703) 274-6471

Department of Education
400 Maryland Ave, SW
Room 4149
Washington, DC 20202-0521
Telephone: (202) 732-4500

Department of Energy
1000 Independence Ave, SW
Mail-Stop MA-401
Washington, DC 20585
Telephone: (202) 586-8201

Department of Health & Human Services
200 Independence Ave, SW
Room 517-D
Washington, DC 20201
Telephone: (202) 245-7300

Department of Housing & Urban Development
7th & D Streets, SW
Room 10232
Washington, DC 20410
Telephone: (202) 755-1428

Department of the Interior
18th & C Streets, NW
Room 2727
Washington, DC 20240
Telephone: (202) 343-8493

Department of Justice
Patrick Henry Building
Room 7014
Washington, DC 20530
Telephone: (202) 724-6271

Department of Labor
200 Constitution Ave, NW
Room S 1004
Washington, DC 20210
Telephone: (202) 523-9148

Department of State
Room 212 (SA-6)
Washington, DC 20520
Telephone: (703) 875-6823

Department of Transportation
400 7th Street, SW
Room 9414
Washington, DC 20590
Telephone: (202) 366-1930

Department of the Treasury
1500 Pennsylvania Ave, NW
Room 6101
Washington, DC 20220
Telephone: (202) 566-9616

The majority of Independent Agencies do not have designated offices of Small and Disadvantaged Business utilization. However, they do have specific personnel available to assume such responsibilities.

Independent Agencies

ACTION
1100 Vermont Ave, NW
Suite 2101
Washington, DC 20525
Telephone: (202) 634-9150

Administrative Office of the U.S. Courts
719 13th Street, NW
5th Floor
Washington, DC 20544
Telephone: (202) 633-6239

AID
Room 1400-A, SA-14
Washington, DC 20523
Telephone: (703) 875-1551

Civil Aeronautics Board
1825 Connecticut Ave, NW
Washington, DC 20428
Telephone: (202) 673-5260

Commodity Futures Trading Commission
2033 K Street, NW
Washington, DC 20581
Telephone: (202) 254-9735

U.S. Consumer Product Safety Commission
1111 18th Street, NW
Room 240
Washington, DC 20207
Telephone: (202) 492-6621

Federal Mediation & Conciliation Service
2100 K Street, NW
Room 100
Washington, DC 20427
Telephone: (202) 653-5310

Environmental Protection Agency
401 M Street, SW
Code A-149C
Washington, DC 20460
Telephone: (202) 557-7777

Federal Maritime Commission
1100 L Street, NW
Room 10101
Washington, DC 20573
Telephone: (202) 523-5911

Federal Emergency Management Agency
Federal Center Plaza
500 C Street, SW
Room 728
Washington, DC 20472
Telephone: (202) 646-3744

Federal Trade Commission
6th & Pennsylvania Ave, NW
Room 706
Washington, DC 20580
Telephone: (202) 326-2258

Foreign Claims Settlement Commission of the United States
1111 20th Street, NW
Washington, DC 20579
Telephone: (202) 653-6159

General Services Administration
18th and F Streets, NW
Room 6029
Washington, DC 20405
Telephone: (202) 566-1021

International Communication Agency
1717 H Street, NW
Room 613
Washington, DC 20547
Telephone: (202) 653-5570

Interstate Commerce Commission
12th & Constitution Ave, NW
Room 3119
Washington, DC 20423
Telephone: (202) 275-7597

National Aeronautics and Space Administration
Headquarters Code K
Room 116
Washington, DC 20546
Telephone: (202) 453-2088

National Endowment for the Humanities
1100 Pennsylvania Ave, NW
Room 503
Washington, DC 20506
Telephone: (202) 786-0438

National Labor Relations Board
1717 Pennsylvania Ave, NW
Room 400
Washington, DC 20570
Telephone: (202) 254-9200

National Science Foundation
1800 G Street, NW
Room 1250-I
Washington, DC 20550
Telephone: (202) 357-9666

Nuclear Regulatory Commission
Maryland National Bank Bld
Room 7217
Washington, DC 20555
Telephone: (202) 492-4665

Office of Personnel Management
1900 E Street, NW
Room 1342
Washington, DC 20415
Telephone: (202) 632-6274

Peace Corps
806 Connecticut Ave, NW
Room P-300
Washington, DC 20526
Telephone: (202) 254-3513

Pennsylvania Avenue
Development Corporation
425 13th Street, NW
Washington, DC 20004
Telephone: (202) 724-9068

U.S. Government Printing Office
North Capitol & H St. NW
Room A-332
Washington, DC 20401
Telephone: (202) 275-2470

U.S. Postal Service
475 L'Enfant Plaza W., SW
Room 4131
Washington, DC 20260-6201
Telephone: (202) 268-4633

Railroad Retirement Board
2000 L Street, NW
Suite 558
Washington, DC 20036
Telephone: (202) 653-9540

Smithsonian Institution
955 L'Enfant Plaza SW
Suite 3120
Washington, DC 20024
Telephone: (202) 287-3343

Small Business Administration
Office of Procurement Assistance
1441 L Street, NW
Room 624
Washington, DC 20416
Telephone: (202) 653-6588

Tennessee Valley Authority
1000 Commerce Union Bank
Building
Chattanooga, TN 37401
Telephone: (615) 751-2624

Veterans Administration
810 Vermont Avenue, NW
Washington, DC 20420
Telephone: (202) 376-6996

Small Business Innovation Research Representatives (SBIR)

Department of Agriculture

Director, Office of Grant and
Program Systems
Department of Agriculture
West Auditiors Building, Rm. 112
15th & Independence Ave., S.W.
Washington, DC 20251
(202) 475-5022

Department of Commerce

Director, Office of Small and
Disadvantaged Business
Utilization
Department of Commerce
Room 6411
14th & Constitution Ave., N.W.
Washington, DC 20230
(202) 377-1472

Department of Defense

Director, Small Business and
Economic Utilization
Office of Secretary of Defense
Room 2A340 — The Pentagon
Washington, DC 20301
(202) 697-9383

Department of Education

SBIR Program Coordinator
Office of Education Research and
Improvement
Department of Education
Mail Stop 40
Washington, DC 20208
(202) 254-8247

Department of Energy

c/o SBIR Program Manager
U.S. Department of Energy
Washington, DC 20545
(301) 353-5867

**Department of Health and
Human Services**

Director, Office of Small and
Disadvantaged Business
Utilization
Department of Health and Human
Services
200 Independence Ave., S.W.
Room 513D
Washington, DC 20201
(202) 245-7300

Department of the Interior

Chief Scientist
Bureau of Mines
U.S. Department of the Interior
2401 E. St., N.W.
Washington, DC 20241
(202) 643-1305

Department of Transportation

SBIR Program Manager
Transportation Systems Center
Department of Transportation
Kendall Square
Cambridge, MA 02142
(617) 494-2051

**Environmental Protection
Agency**

Office of Research and
Development
Environmental Protection Agency
401 M Street, S.W.
Washington, DC 20460
(202) 382-5744

**National Aeronautics and Space
Administration**

National Aeronautics and Space
Administration
SBIR Office — Code RB
600 Independence Avenue, S.W.
Washington, DC 20546
(202) 453-2848

National Science Foundation

SBIR Program Manager
National Science Foundation
1800 G. Street, N.W.
Washington, DC 20550
(202) 357-7527

Nuclear Regulatory Commission

Office of Nuclear Regulatory
Research
Nuclear Regulatory Commission
Washington, DC 20460
(301) 427-4250

Defense Logistics Agency (DLA) Supply Centers

Defense Construction Supply
Center
3990 East Broad Street
Columbus, OH 43215
(614) 236-3541

Defense Electronics Supply
Center
1507 Wilmington Pike
Dayton, OH 45444
(513) 296-5231

Defense Fuel Supply Center
Cameron Station, Building 8
5010 Duke Street
Alexandria, VA 22314
(202) 274-7428

Defense General Supply Center
Bellwood, Petersburg Pike
Richmond, VA 23297
(804) 275-3617 or 275-2387

Defense Industrial Supply Center
700 Robbins Avenue
Philadelphia, PA 19111
(215) 697-2747

Defense Personnel Support
Center
2800 South 20th Street
Philadelphia, PA 19101
(215) 952-2321

Defense Contract Administration Services (DCAS) Regional Offices

805 Walker Street
Marietta, GA 30060
(404) 424-6000, Ext. 231

666 Summer Street
Boston, MA 02210
(617) 542-6000, Ext. 886

O'Hare International Airport
P.O. Box 66475
Chicago, IL 60666
(312) 649-6390

Federal Office Building
Room 1821
1240 East Ninth Street
Cleveland, OH 44199
(216) 522-5122 or 522-5150

500 South Ervay Street
Dallas, TX 75201
(214) 670-9205

11099 South La Cienega
Boulevard
Los Angeles, CA 90045
(213) 643-0620 or 643-0621

60 Hudson Street
New York, NY 10013
(212) 374-9090 or 374-9091

2800 South 20th Street
P.O. Box 7478
Philadelphia, PA 19101
(215) 271-4006

1136 Washington Avenue
St. Louis, MO 63101
(314) 263-6617

Appendix 3. Resource Bibliography

Resource Bibliography

All publications, unless otherwise indicated, can be obtained from the Office of Small & Disadvantaged Business Utilization in each respective department or agency (see Appendix 2).

U.S. Agency for International Development
Office of Small and Disadvantaged Business Utilization, *Contracting for Professional and Technical Services With The Agency For International Development*, 1984. Cost: Free

U.S. Agency for International Development
Office of Small and Disadvantaged Business Utilization, *Export Opportunities With The Agency for International Development*, 1984. Cost: Free

U.S. Agency for International Development
Office of Small and Disadvantaged Business Utilization, *ASSET (Automated Supplier System For Export Trade)*, 1984. Cost: Free

U.S. Agency for International Development
Office of Small and Disadvantaged Business Utilization, *A.I.D.'s Office of Small and Disadvantaged Business Utilization (OSDBU)*, 1984. Cost: Free

U.S. Department of Agriculture
Office of the Secretary, *Selling to the USDA*, 1983. Cost: Free

U.S. Department of Commerce
Office of the Secretary, *Ask Us—U.S. Department of Commerce Programs to Aid Women Business Owners*, 1984. Cost: Free

U.S. Department of Commerce
Office of the Secretary, *How to Sell to the U.S. Department of Commerce*, 1976. Cost: $2

U.S. Department of Commerce
Minority Business Development Agency, *Guide to Federal Minority Enterprise and Related Assistance Programs*, 1982. Cost: Free

U.S. Department of Defense
Directorate of Small and Disadvantaged Business Utilization, Office of the Secretary, *Selling to the Military*, 1983. Cost: $6.50

U.S. Department of Defense
Directorate of Small and Disadvantaged Business Utilization, Office of the Secretary, *Small and Disadvantaged Business Utilization Specialists*, 1983. Cost: $4.50

U.S. Department of Defense
Directorate of Small and Disadvantaged Business Utilization, Office of the Secretary, *Guide to the Defense Acquisition Regulation for Small Business, Small Disadvantaged Business Women-Owned Business*, 1983. Cost: Free

U.S. Department of Defense
Directorate of Small and Disadvantaged Utilization, Office of the Secretary, *Small Business Subcontracting Directory*, 1984. GPO 008-040-00184-9. Cost: Free

U.S. Department of Energy
Office of Small and Disadvantaged Business Utilization, *Doing Business with the Department of Energy*, 1984. Cost: Free

U.S. Department of Energy
Office of Procurement and Assistance Management Directorate, *Guide for the Submission of Unsolicited Proposals*, 1984. Cost: Free

U.S. Environmental Protection Agency
Office of Small and Disadvantaged Business Utilization, *Information for Prospective EPA Contractors*, 1983. Cost: Free

U.S. General Service Administration
Office of Small and Disadvantaged Business Utilization, *Doing Business With the Federal Government*, 1983. GPO 022-000-00186-8. Cost: $3.75

U.S. General Service Administration
Office of Small and Disadvantaged Business Utilization, *Preferential Contracting Programs*, 1983. Cost: Free

U.S. Department of Health and Human Services
Office of Small and Disadvantaged Business Utilization, *Doing Business With HHS*, 1984. Cost: Free

U.S. Department of Housing and Urban Development
Office of the Secretary, *Procurement Opportunity Program Guide to Doing Business with HUD*, 1984. Cost: Free

U.S. Department of Interior
Office of the Secretary, *This Is Interior Contracting Guide*, 1982. Cost: Free

U.S. Department of Interior
Office of the Secretary, *Guide to Business and Economic Development Program U.S. Department of the Interior*, 1984. Cost: Free

U.S. Department of Interior
Office of the Secretary, *Guide To Successful Contracting With The Department of The Interior*, 1983. Cost: Free

U.S. Department of Interior
Office of the Secretary, *Interior Subcontracting Directory*, 1982. Cost: Free

U.S. Department of Interior
Office of the Secretary, *U.S. Department of the Interior Guide To Research and Development Programs*, 1984. Cost: Free

U.S. Department of Interior
Office of the Secretary, *U.S. Department of the Interior Forecast of Services*, 1983. Cost: Free

U.S. Department of Interior
Office of the Secretary, *U.S. Department of the Interior Forecast of Supplies and Equipment*, 1983. Cost: Free

U.S. Department of Labor
Office of Small and Disadvantaged Business Utilization, *What the U.S. Department of Labor Buys*, 1983. Cost: Free

U.S. Department of Labor
Office of Small and Disadvantaged Business Utilization, *Major Laws Administered by the U.S. Department of Labor*, 1983. Cost: Free

U.S. National Aeronautics and Space Administration
Office of Small and Disadvantaged Business Utilization, *Selling to NASA*, 1984. Cost: Free

U.S. National Aeronautics and Space Administration
Office of Procurement, *Guide for the Preparation & Submission of Unsolicited Proposals*, 1984. Cost: Free

U.S. National Aeronautics and Space Administration
Office of Procurement, *Annual Procurement Report*, 1983. Cost: Free

U.S. National Aeronautics and Space Administration
Office of Procurement, *How to Seek and Win NASA Contracts*, 1982. Cost: Free

U.S. Department of State
Bureau of Management, *A Guide to Doing Business With the Department of State*, 1984. Cost: Free

U.S. Tennessee Valley Authority
Office of Minority and Small Business Services, *TVA—Purchasing For Minority and Small Business*, 1983. Cost: Free

U.S. Department of Transportation
Office of the Secretary, *Contracting With The United States Department of Transportation*, 1984. Cost: Free

U.S. Department of Transportation
Federal Highway Administration
Urban Mass Transportation Administration, *A Guide to Highway and Transit Contract Opportunities for Minority and Other Disadvantaged Business Enterprises*, 1984. Cost: Free

U.S. Department of the Treasury Office of the Secretary, *Selling to the Department of Treasury*, 1984. Cost: Free

U.S. Department of the Treasury Office of the Secretary, *Tools That Are Helpful To Businesses Wishing To Contract With The Federal Government*, 1984. Cost: Free

U.S. Department of the Treasury Office of Small and Disadvantaged Business Utilization, *Procurement Preference Program Development: General Information*, 1983. Pubn. No. 1. Cost: Free

U.S. Department of the Treasury Office of Small and Disadvantaged Business Utilization, *Procurement Preference Program Development: Labor Surplus Area Set Aside Program*, 1983. Pubn. No. 2. Cost: Free

U.S. Department of the Treasury Office of Small and Disadvantaged Business Utilization, *Procurement Preference Program Development: Small Business*, 1983. Pubn. No. 3. Cost: Free

U.S. Veteran's Administration Veteran's Marketing Center, *Let's Do Business*, 1983.

U.S. Veteran's Administration Office of Procurement & Supply, *Could You Use a Multibillion Dollar Customer*, 1984. Cost: Free

U.S. Veteran's Administration Office of Small and Disadvantaged Business Utilization, *Veteran's Reaches Out to Veterans in Business*, 1984. Cost: Free

U.S. Veteran's Administration Office of Construction, *Building for Those Who Serve*, 1982. Cost: Free

U.S. Small Business Administration Office of Procurement and Technical Assistance, 1441 L Street, N.W., Washington, D.C. 20416; *Procurement and Technical Assistance*, 1983. Cost: Free

U.S. Small Business Administration Office of Procurement and Technical Assistance, 1441 L Street, N.W., Washington, D.C. 20416; *Small Business Subcontracting Directory*, 1984. Cost: Free

U.S. Small Business Administration *Superintendent of Documents, U.S. Government Printing Office, North Capitol and H St., N.W.*, Washington, D.C. 20402; *U.S. Government Purchasing and Sales Directory*, 1977. GPO 045-000-00153-9; Cost: $7.00

U.S. Small Business Administration *Certificate of Competency: Help for Small Business Bidders*

National Science Foundation Office of Small Business Research and Development; 1800 G. Street, N.W., Washington, D.C. 20550; *Small Business Guide to Federal Research and Development*.

U.S. Army, Navy and Air Force Naval Publications and Form Centers, 5801 Tabor Avenue, Philadelphia, PA 19120; *Military Specifications and Standards*.

Defense Logistics Agency Cameron Station, Alexandria, VA 22314; *Cataloging Handbook H2-1*, GPO 008-007-03261-5, Cost: $2.50

U.S. General Accounting Office P.O. Box 6017, Washington, D.C. 20548; *Bid Protest and GAO: A Descriptive Guide*, 1983.

Government Wide Resources

All publications, unless otherwise indicated, can be obtained from the *Superintendent of Documents, U.S. Government Printing Office, North Capitol and H Street, N.W.*, Washington, D.C. 20402.

Index of Federal Specifications and Standards and Commercial Item Description, 1983. GPO 022-001-81002-9, Cost: Domestic—$29.00; Foreign—$36.25.

Standards Industrial Classifications

United States Government Organization Manual, GPO 022-003-01099-8

U.S. Guide to the Defense Acquisition Regulation for Small Business, Small Disadvantaged Business, Women-Owned Business, 1981. GPO 008-000-00357-2, Cost: $4.25

Federal Register, (daily Monday through Friday, except Federal holidays), GPO 022-003-80001-8, Cost: 6 months: Domestic—$150.00; Foreign—$187.50; Year subscription price: Domestic—$300.00; Foreign—$375.00; Single copy: Domestic—$1.50; Foreign—$1.90

Federal Register Index, monthly, GPO 022-003-80004-2, Cost: Domestic—$21.00; Foreign—$26.25; no single copies

Federal Register, What It Is and How to Use It: A Guide for the User of the Federal Register, Code of Federal Regulations System, 1980. GPO 022-003-01041-6, Cost: $6.00.

U.S. Department of Commerce Minority Business Development Agency, 14th and Constitution Ave., Washington, D.C. 20230; *Guide to Federal Minority Enterprise and Related Assistance Programs*, 1982. Cost: Free

☆ U.S. GOVERNMENT PRINTING OFFICE:1991-285-966/21282

- Patricia Sayers, founder of Nursing Systems International Inc., received a Small Business Innovation Research award for technology development, an SBA direct veterans loan, and was a protegée in the Women's Network for Entrepreneurial Training (WNET) mentor program.

> "I had been active in professional nursing organizations and women's organizations dealing with business, but as a veteran, there was an additional benefit through the SBA—my eligibility for a direct veterans loan."

- Judith McDowall, owner of Biotechnical Services, came to the Little Rock, AR, SBA District Office looking for assistance in submitting proposals for government contracts. Over the next year, she won several small contracts. Later, she was the successful bidder on a $1 million contract with the National Institute of Environmental Health Sciences.

Women-owned construction businesses tripled in number and showed a fourfold increase in receipts from 1982–87 (U.S. Census Bureau).

SBA

Small Business: Building America's Future

U.S. Small Business Administration
409 Third Street, SW
Mail Code:
Washington, D.C. 20416

Official Business
Penalty for Private Use, $300

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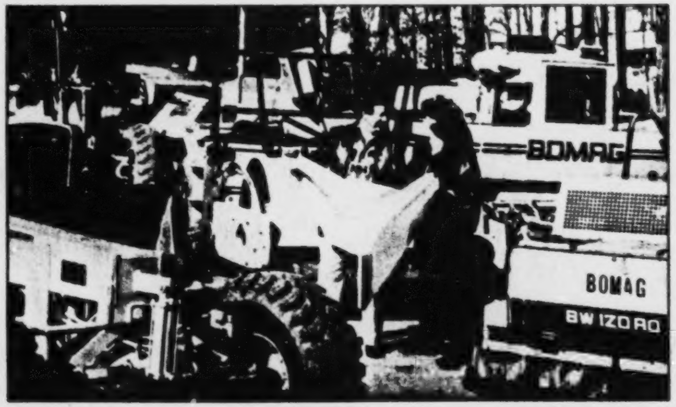
WOMEN AND THE SBA

ARE YOU THINKING OF STARTING A BUSINESS? EXPANDING A BUSINESS?

THE SBA'S OFFICE OF WOMEN'S BUSINESS OWNERSHIP (OWBO) CAN HELP YOU...

Learn About Financing Your Business

SBA developed a Small Loan Program to meet the ever-growing need for loans of $50,000 or less. The program is designed to assist small firms —in particular, companies in the service sector which tend to need smaller



"Dare to be different...Set goals. Have confidence. Be committed to work toward your goals with continued education, perseverance, and creativity."
—Carolyn A. Stradley, President, C & S Paving, Inc., Marietta, Georgia

spends nearly $200 billion annually on a wide range of products and services, from toothbrushes to computers, books to meals, machinery, utensils, and office supplies. Your women's representative, together with SBA's Procurement Assistance Office, provides counseling, training and contract assistance for women interested in prime and sub-contracting opportunities.

Women business owners should register on the SBA's Procurement Automated Source System (PASS). This computerized list is available to government agencies and prime contractors and contains information on small businesses interested in prime and sub-contracts. While registering is not a guarantee of a contract, it can be a door opener for possible contract opportunities, solicitation mailings and training programs.

Find A Mentor

The Women's Network for Entrepreneurial Training (WNET) links seasoned entrepreneurs with

Learn About Long-Term Training And Counseling Opportunities

The SBA's Office of Women's Business Ownership has established a number of long-term training and counseling centers for potential and current women business owners around the country. All the centers offer financial, management, marketing and technical assistance to start-up or expanding women business owners. These public-private partnerships teach women to step into the world of business plans, employee management, credit, and marketing with a firm base of information and skills.

Identify Other Resources.....Through SBA's Partners:

- The Service Corps of Retired Executives (SCORE). Over 13,000 volunteer counselors nationwide lead business workshops, and provide one-on-one business counseling in local and regional SBA offices.

- Small Business Institutes (SBIs), often located on college campuses, conduct market research and offer hands-on counseling for ongoing businesses.

amounts of capital. It offers financial incentives for banks to lend entrepreneurs smaller amounts of capital. The SBA guarantees 90 percent of the loan. Your local SBA office can provide you with a list of lending institutions in your area that make SBA loans.

Alternative financing resources continue to play an important role in small business financing — particularly for women. We compile information about these resources for business owners seeking funding from non-traditional sources.

"Access to Capital" and "Meet the Lenders" workshops serve as excellent forums to introduce women business owners to lenders and provide opportunities for discussions about acquiring capital through conventional or alternative sources. These workshops demystify the process of loan applications, including SBA-guaranteed loans, and offer training and information business owners need to secure capital.

Gain Access To The Federal Marketplace

"Selling to the Federal Government" workshops teach women business owners how to get their fair share of federal government contracts. The federal government

women whose businesses are ready to grow. The one-year-long mentoring program offers technical business training by an experienced entrepreneur and serves as a vehicle to pass on some of the less tangible aspects of business success, such as communications skills, growth management and the value of networking. The WNET program is available in all 50 states.

Find Opportunities In The Global Marketplace

Together with SBA's Office of International Trade, we offer training and resources for women entrepreneurs considering expanding their businesses beyond domestic borders.

Women business owners should apply for "Matchmaker" trade missions overseas—a joint project sponsored by the U.S. Department of Commerce and the SBA. These guided trips will help you chart a path through the international maze and provide direct contacts in the countries you visit.

Kavelle Bajaj's telecommunications company, (I-NET, based in Bethesda, MD) earned $25 million in 1990 — 90% from government contracts. "When I started out, my target audience was the federal government, but I had no idea how to reach them," Bajaj says. "I went to seminar after seminar, dropped by agencies, left brochures, followed up and followed up."

- Small Business Development Centers (SBDCs) provide counseling, training and research assistance for all aspects of small business management.

These counseling services are offered without charge; there may be a nominal fee for training.

All of SBA's programs and services are extended to the public on a nondiscriminatory basis.

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THE SBA AND WOMEN ENTREPRENEURS

Small businesses are important to America's economic health and our competitive edge.

President Eisenhower created the U.S. Small Business Administration (SBA) in 1953 specifically to assist the small business community. The SBA has consistently provided technical and financial assistance to entrepreneurs under this mandate. But the community of entrepreneurs is changing rapidly:

- Women are starting businesses at twice the rate of men.
- The dollar value of their companies is increasing dramatically: from $98 billion in 1982 to $287 billion in 1987 (U.S. Census Bureau statistics).
- Women-owned businesses are also growing in range and diversity. Non-traditional fields such as manufacturing showed a sixfold increase in receipts during the 1982-1987 period (U.S. Census).
- If the current trend continues, by the year 2000, nearly 40% of all small businesses will be women-owned.

As the U.S. House of Representatives Committee on Small Business reported in 1988, "Women's business concerns are vital to the very health of the American economy." The SBA is committed to the active participation of women business owners in all of its programs.

WHAT IS THE OFFICE OF WOMEN'S BUSINESS OWNERSHIP?

The SBA's Office of Women's Business Ownership exists solely to assist the increasing numbers of women business owners—those who are already successful entrepreneurs and those thinking of going into business. Extensive resources are available to women entrepreneurs —within the government and in the private sector—and we can help you find what you need.

The SBA's Office of Women's Business Ownership was established by Executive Order of the President in 1979 in response to Congressional findings "recognizing the many obstacles facing women entrepreneurs and the need to aid and stimulate women's business enterprise."

Through the national network of local SBA offices, we offer a range of services and resources, among which are:

- pre-business workshops
- "Access to Capital" conferences
- technical and financial information
- an extensive national data base
- "How to Sell to the Federal Government" conferences
- international trade conferences

HOW TO FIND YOUR WOMEN'S REPRESENTATIVE

Each SBA office has a women's representative who can talk with you about resources that are available and provide guidance on how to access them. Find your state in the listing below and call the regional coordinator for women's programs. She/he will direct you to your local women's representative.

Key phone numbers

ME,VT,MA,NH,CT,RI	(617) 451-2040
NY,NJ,PR,VI	(212) 264-1450
PA, DE, MD,VA,DC,WV	(215) 962-3710
NC,SC,KY,TN,GA,AL,MS,FL	(404) 347-2797
MN,WI,MI,OH,IN,IL	(312) 353-0357
NM,TX,OK,AR,LA	(214) 767-7611
KS,MO,IA,NE	(816) 426-3316
MT,ND,SD,WY,UT,CO	(303) 294-7020
CA,NV,AZ,HI	(415) 744-6402
WA,OR,ID,AK	(206) 553-5676

SBA Women's Business Ownership, National Office...(202) 205-6673
Service Corps of Retired Executives (SCORE) National Office...(202) 205-6762
SBA Procurement Automated Source System (PASS)...(202) 205-6469
SBA Answer Desk..............(800) 827-5722

For a complete list of SBA publications and video tapes for starting and managing a small business, write to:

Small Business Directory ■ P.O. Box 1000 ■ Ft. Worth, Texas 76119
or contact your local SBA office

A mother and daughter-owned family business, Evergreen Supply Company of Mokena, IL: Colleen Gallagher, Vice President, (left) and Pat Gallagher, President.

THE OFFICE OF WOMEN'S BUSINESS OWNERSHIP

What it is. . .

The Office of Women's Business Ownership (OWBO) was created to meet the needs of the increasing numbers of new women business owners and help them join the community of successful entrepreneurs. Through a national network of local SBA offices, OWBO offers potential and established women entrepreneurs a range of services and resources which include:

- pre-business workshops;
- "Access to Capital" conferences;
- technical and financial information;
- an extensive national data base;
- procurement conferences: how to sell to the federal government;
- exporting conferences;
- long term training and counseling centers set up in partnership with private companies

Where to reach OWBO. . .

SBA offices across the country can be found in the telephone directory under the U.S. Government listings. Each office has an OWBO Representative who will be happy to talk with you about the WNET program.

"It is around small businesses that you find communities growing and prospering. It is where women and minorities make their mark as business owners. It is here where you find so many of the Thousand Points of Light that are aiding those in need all across the country."

George Bush
President

All of SBA's programs and services are extended to the public on a nondiscriminatory basis.

U.S. Small Business Administration
409 Third Street, SW
Mail Code:
Washington, D.C. 20416

Official Business
Penalty for Private Use, $300

Women's network for entrepreneurial training

Today, women are starting businesses at twice the rate of men. And women want to keep their businesses going and growing.

One way women can do that is to team up with a mentor. . .a woman entrepreneur who's been in business longer, who's faced similar challenges, found solutions and wants to share what she's learned, one-on-one with someone in the process of growing a business.

The U.S. Small Business Administration (SBA) recognized the need to provide women business owners with this kind of help. Consequently, in 1988, the SBA's Office of Women's Business Ownership (OWBO) developed a [illegible] Women's Network for Entrepreneurial Training (WNET).

WNET is designed to match successful women entrepreneurs (mentors) with women business owners whose companies are ready to grow (protegees). For a period of one year, the mentor serves [illegible] model and offers technical assistance.

According to Lindsey Johnson, Director of OWBO, "In the mentors, we discovered a wealth of expert knowledge about when to take risks, experiment, diversify, expand or conserve. And we're proud to say that our protegees have used their expertise to help their businesses flourish."

What are the benefits of being a mentor or protegee?

"It feels good to help another person by looking back on my own progress and sharing my experiences."

Masaka Tani Boissonnault (mentor)
Co-owner, Co-founder
ARCH-I-FORM, INC., Los Angeles, CA

"I have a special camaraderie with my mentor. I came away from my first meeting with dozens of marketing ideas. And she's helping me get past the fear factor. The whole thing is very inspiring."

Wendy Blasdel (protegee)
President
Edible Sn[illegible], [illegible], CA

"I've learned so much from my protegee. As I give her advice, I realize I should be applying that same advice to my own issues. It helps me put my business in perspective."

M[illegible]na Du[illegible]w (mentor)
President
[illegible]blog, Inc., East Rutherford, NJ

"Having a mentor has helped me tremendously. Finally, I feel so much less isolated than I used to."

Patricia Sayers (protegee)
President
Nursing Systems International,
Bordentown, NJ

Who can be a mentor?

Any woman business owner who. . .

- founded her company and has been its CEO for at least five years.
- has a successful business, demonstrated by steady growth of her company.
- is willing to devote an average of four hours per month to her protegee for at least one year.
- is willing, on a one-to-one basis with her protegee, to discuss or provide necessary information about business in order to assist in developing a mentoring relationship.

Who can be a protegee?

Any woman business owner who. . .

- has been in business for a least a year and is ready to take a growth step.
- demonstrates strong entrepreneurial skills and shows potential for continued business success.
- is willing to spend an average of four hours a month with her mentor receiving guidance, training, and counseling.
- demonstrates a willingness to apply the advice she receives from her mentor.

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WHAT IS SCORE®?

"I didn't realize how important a female role model could be until I became one for my female **SCORE®** clients."

Dorothy Call, past National Director, **SCORE®**/WBO.

As a woman executive or business owner, your experience and perspective are unique. **SCORE®** needs that perspective to successfully reflect and address the needs of the increasingly diverse small business community.

"When my business was in trouble, a friend told me about **SCORE®**. I was skeptical, but after meeting with my **SCORE®** representative Kathryn J. Hobbs, (Albuquerque, New Mexico), I was sold. **SCORE®** helped me save my business and put me on the right track for expansion."

Juanita Bower, Owner, Southwest Inspired Designs

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WHAT IS SCORE®?

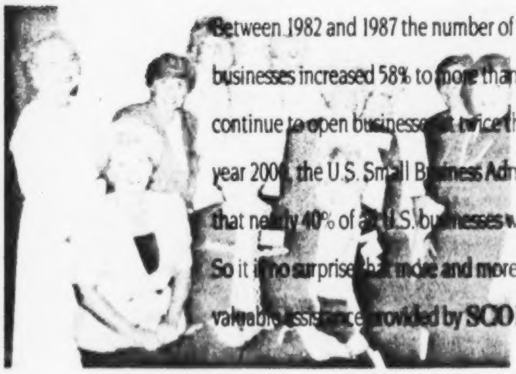
SCORE® is the Service Corps of Retired Executives.

SCORE® is a nonprofit association providing business counseling to small business people.

SCORE® has a background of more than 25 years of successful counseling.

SCORE® counseling services are free.

WOMEN AND SCORE®



Between 1982 and 1987 the number of women-owned businesses increased 58% to more than 4.1 million. And women continue to open businesses at twice the rate of men. By the year 2000, the U.S. Small Business Administration estimates that nearly 40% of all U.S. businesses will be owned by women. So it is no surprise that more and more women are seeking the valuable assistance provided by SCORE®.

SCORE® is dedicated to helping all business owners or potential business owners—women and men—realize their entrepreneurial dream. The face of small business is changing dramatically and SCORE® needs you to meet the challenge. As an active or retired business woman, you can offer a unique perspective to the TEAM of SCORE® counselors by serving as a role model for women business owners. Through individual counseling sessions or group classes, you CAN make a difference.

SCORE® is ideas, skill and experience.

SCORE® is 13,000 retired and active executives in 400 chapters across the country.

SCORE® is counseling on small business problems.

WHO ARE SCORE® VOLUNTEERS:

SCORE® Volunteers are women and men who represent all walks of business life.

SCORE® Volunteers are former or active accountants, business owners, corporation executives, lawyers.

SCORE® Volunteers know the satisfaction of giving back the knowledge gained from years of experience.

SCORE® Volunteers are counselors, mentors, workshop leaders, and teachers.

SCORE® Volunteers have helped thousands of small businesses achieve success.

SCORE® Volunteers are part of a team dedicated to the success of small business.

SCORE® Volunteers help others make their entrepreneurial dreams come true.

THE SCORE® TEAM NEEDS YOU!

cut here and mail in

I am interested in becoming a member of **SCORE**® and opening the door to the satisfying rewards of contributing my time and efforts to this very important work.

Please send me more information about joining **SCORE**®.

PLEASE MAIL TO:

National **SCORE**® Office
409 Third St., SW, Suite 5900
Washington, DC 20024
Or call (202) 205-6762
or the local **SCORE**® Chapter in your area

NAME ______________________________

ADDRESS ______________________________

CITY ______________________ **STATE** __________ **ZIP** __________

TELEPHONE ______________________________

SBA Forum

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Basic Training

In August 1990, the Small Business Administration awarded $2 million to eight counseling and training centers around the country to benefit women business owners. The awards will help fund model projects to train women in the skills necessary to launch or expand their own businesses.

Many intelligent and capable women dream of leaving unrewarding jobs to start their own ventures. But for some, the fear of stepping into the unknown world of credit, business plans, employee management, marketing and economic insecurity keeps the dream an unrealized fantasy. Others leap too quickly, without enough knowledge and grounding.

SMALL BUSINESS
ADMINISTRATION
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Photo: Mark A. Kozak

Our goal is to identify the best ways to train and educate women—especially socially and economically disadvantaged women—to increase their economic and entrepreneurial success.

The Women's Business Ownership Act of 1988 was a major first step in breaking down barriers and increasing the momentum of women's contributions to the national economy. The law appropriated $10 million to the SBA over a three-year period to develop model long-term training and counseling programs around the country. These deimonstration programs aim at assisting women business owners—especially economically and socially disadvantaged women. To maximize the impact of federal dollars, each project was required to develop a partnership with private sector companies that would match the funding dollar for dollar.

This public/private partnership will reap rewards for our entire economy. As the House Committee on Small Business reported in 1988, women's business concerns are vital "to the very health of the American economy."

The training centers range from urban to rural–some in states with thriving economies; others in states experiencing a downturn. The SBA is continually learning what methods work best in various geographical settings, within diverse local economies and with a range of ethnic groups. Although all the centers offer financial, management, marketing, and technical assistance to current and potential women business owners, each center tailors its style and offerings to the particular needs of its community.

Success Stories

Many of the success stories born in these centers herald true economic development—new jobs, increased earning potential for businesses and a larger pool of skilled entrepreneurs. Following are a few examples of what business training programs around the country are doing to promote successful women's entrepreneurship.

• **New Mexico:** "Our business is preventing failure," says Joellyn K. Murphy, chair of Women's Economic Self-Sufficiency Team (WESST) of Albuquerque, New Mexico. WESST Corp received an SBA award in 1989 for Albuquerque and funding in 1990 to expand to Santa Fe and Taos.

• **Illinois and Indiana:** The Women's Business Development Center (WBDC) of Chicago counseled 724 women during the first 12 months of the Demonstration Project. "We saw women going into business with no management skills or financial resources," says Hedy Ratner, founder and co-director of the WBDC in Chicago, which received a model project award in 1989 and 1990.

The program developed three sites in Illinois in 1989: Rockford, Joliet and Kankakee. In 1990, its programs will expand to Indiana. Like many of the centers around the country, the WBDC offers weekly training classes, one-on-one counseling, conferences and networking sessions to bolster women's business skills.

Bonita Hendrix went to the WBDC demonstration project in Rockford, Illinois, for management assistance. Hendrix was the sole proprietor and employee of Great Hang-Ups, a upscale resale clothing store. Thanks to her hard work, and the training she received at the WBDC, Hendrix now has a second store and 11 employees.

- **Milwaukee:** The Women's Business Initiative Corp. of Milwaukee counseled more than 500 women in 1989 and 1990. Barbara Orr, president of The Initiative, describes her organization's purpose as boosting the efforts of underemployed and unemployed women who want to go into business for themselves. "A critical time for new businesses is the first 18 to 24 months, so we try to be there for them," Orr says. "We follow up with the women after they finish classes."

The Initiative's help made a big difference to Sue Gour, who bought a Merry Maid franchise in Hales Corners, Wisconsin, in January 1988. In late 1989, another of the cleaning service franchises in Gour's territory went up for sale. She wanted to buy it, but didn't know how to secure the financing. Gour was also unsure about expansion. With the help of The Initiative, she refined her business plan and purchased the second franchise. Both of Gour's Merry Maid franchises are expected to gross over $300,000 by mid-1991.

Vivian Neuman, an honors graduate of the tailoring program at Milwaukee Area Technical College, also learned the business skills for entrepreneurship from The Initiative. After learning how to draw up a structured and professional-quality business plan, which helped her obtain a loan, Neuman won several commercial sewing accounts. Her company, Sew Perfect, a custom sewing business, employs two people at least 30 hours a week. "I'm hoping to expand the business to include at least five employees in order to establish a group health-insurance plan," Neuman says.

- **Denver:** The Business Center for Women (BCW), a program of Mi Casa Resource Center for Women, based in Denver, opened its doors January 15, 1990. It has since served 180 women and helped its clients start 12 new businesses.

Among them are Patti Owens and Cheryl Vashus, who came to the BCW three months after buying Byers Pizza Place in Byers, Colorado. They had doubled the previous owner's customer volume, but still weren't profitable. After attending a business plan workshop and receiving regular counseling on inventory and management issues, they now run the restaurant at a profit and are considering opening another location.

Annette and Victoria Quintana are sisters who began attending seminars at the BCW to explore opening their own business. Because Annette had professional experience with temporary consulting work, with emphasis on computers and engineering, she decided to start her own computer consulting services company, Excel Professional Services, with her sister as partner and part-time employee. Since its opening in May 1990, Excel Professional Services has won contracts with several major companies.

These are just a few success stories from the demonstration programs around the country. As we watch the progress of these model centers, we discover which methods work best to encourage business skill-building and foster entrepreneurial prosperity for women. As a result of the first year's model programs, 1,348 women received business counseling. We are looking forward to more success stories from the 1990 projects as we fulfill the goals of the Women's Business Ownership Act of 1988 to help women business owners overcome barriers and contribute substantially to the local and national economies. ⊠

Prepared by the U.S. Small Business Administration's Office of Women's Business Ownership

SBA Forum

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Uncle Sam Wants You

Photo: Mark A. Kozak

Success story #1: Judith McDowall, owner of Biotechnical Services Inc., came to the Little Rock, Arkansas, Small Business Administration Procurement Office in early 1988 to learn how to submit proposals for government contracts. Over the next year, she did learn, and submitted proposals for several small contracts. By October 1989, she was the successful bidder for a $1 million contract with the National Institute of Environment Health Sciences.

Success story #2: This past summer, Kavelle Bajaj was a keynote speaker at a conference on selling to the federal government. "I remember not long ago being in the audience," she says. Bajaj's systems integration company, I-NET Inc., based in Bethesda, Maryland, expects revenues to exceed $25 million in 1990—90 percent from government contracts. I-NET has become adept at paperwork, application procedures, requests for proposals (RFPs) and other acronyms the federal government uses regularly in its business dealings. "When I started out, my target market was the federal government, but I had no idea how to reach it," Bajaj says. "I went to seminar after seminar, visited government agencies, left brochures and followed up."

Selling to the federal government—or procurement, as it's called—can prove to be a large market niche for many small businesses, but it is not an easy arena to enter. Seasoned business owners know there are rules, regulations and procedures to follow, forms to fill out and bids to submit. Patience is also a requirement. The purpose of the procurement process is not to make government contracts inaccessible, but to make it possible for all interested businesses with capability and drive to submit a proposal for a contract. And that's important, because the U.S. government is the world's largest purchaser of goods and services.

The federal government spends nearly $200 billion yearly on a wide range of products and services, from toothbrushes, computers, books and meals to machinery, utensils, office supplies, and almost any other imaginable item.

Historically, small businesses have had difficulty breaking into the government market, and women-owned businesses have had a negligible share of it. To remedy this situation, Congress passed the Small Business Act in 1978, requiring all federal agencies to purchase a portion of their goods and services from small businesses. In 1979, Executive Order 12138 created the Women's Business Enterprise policy. Based on this executive order, the SBA added women-owned businesses to the prime contractor requirements.

Some progress is being made. Along with small businesses generally, both women- and minority-owned businesses sold more goods and services to the federal government in 1988 and 1989 than ever before. In fiscal year 1989, women-owned companies earned more than $2.1 billion through government contracts; minority-owned firms earned $8.3 billion.

However, much progress still needs to be made. In 1980, women owned more than 26 percent of the sole proprietorships in this country, yet less than one-half of 1 percent of government contracts were awarded to women. By 1988 women owned 31 percent of all sole proprietorships and received a record $1.9 billion, or 1.2 percent of all federal contract awards. In other words, women's share of federal contracts more than doubled during the 1980s, but it's still a small percentage of what it should be. We are working to improve this situation on two fronts.

First, in record-keeping. For the first time this fiscal year (which began October 1, 1990), all federal agencies are required to track subcontracting awards to women-owned businesses. We believe women-owned businesses perform a larger portion of subcontracts for federal projects than they do prime contracts. This additional record-keeping will provide a more accurate reflection of women-owned businesses' participation in the federal procurement process.

Second, the SBA's Office of Procurement Assistance and the Office of Women's Business Ownership are working jointly to provide counseling, training and contract assistance.

One of the key elements in increasing participation by women-owned businesses is helping federal agencies identify those businesses best qualified for government prime and subcontracting opportunities. We maintain a database called the Procurement Automated Source System (PASS), which contains information about small businesses interested in federal contracts and subcontracts. PASS includes a capability statement and other information concerning the nature of the small business. To keep this list of businesses current and to increase women-owned-business enrollment, it is important that you register your business on the PASS system. (It currently lists more than 168,000 small businesses, including 36,675 women-owned companies.) While registering does not guarantee a contract, it does open the door to opportunities, mailing lists, training programs and possible contracts.

In fiscal year 1989 (October 1, 1988 through September 30, 1989), the SBA offered business training and counseling to 285,000 women. More than 200 procurement conferences took place around the country. We will continue working to improve finance and procurement programs for women-owned firms.

To learn how to sell to the federal government, business owners should remember that procurement requires the same quality products, business plans, marketing process, attention to detail and persistence as selling to the private sector. An extra measure of expertise with record-keeping and procedures can be an added bonus.

In addition, there are some standard sources of information available to you:

- *Women Business Owners: Selling to the Federal Government*, published by the SBA and available through the Government Printing Office (GPO), answers the most frequently asked procurement questions. To order, send for the SBA publications list: *Small Business Directory of Publications*, P.O. Box 1000, Ft. Worth, Texas 76119.
- *The Commerce Business Daily*, available at libraries, lists all federal government contracts of more than $25,000.
- Procurement Centers (refer to the *U.S. Purchasing & Sales Directory* available through GPO) can help identify contracts under $25,000. All contracts under $25,000 are set aside expressly for small businesses, unless there is no small manufacturer available.
- If you can't locate a Procurement Center representative in your area, contact a SBA Women's Business Owner Representative (WBOR). Consult the U.S. government section in your telephone directory for the SBA office nearest you. The WBOR helps you identify the training and counseling you need. Experts at more than 650 Small Business Development Centers across the country can advise you on how to market your products and services to a particular federal agency as a contractor or subcontractor. Other help may be available from Procurement Center Representatives or Commercial Marketing Representatives—SBA employees specifically charged with helping small businesses in the federal procurement process. Additionally, SBA training conferences may be scheduled in your area.

We are working to make the federal system open to your services and products. If you are interested, take advantage of our programs. ☒

Prepared by the U.S. Small Business Administration's Office of Women's Business Ownership

SBA Forum

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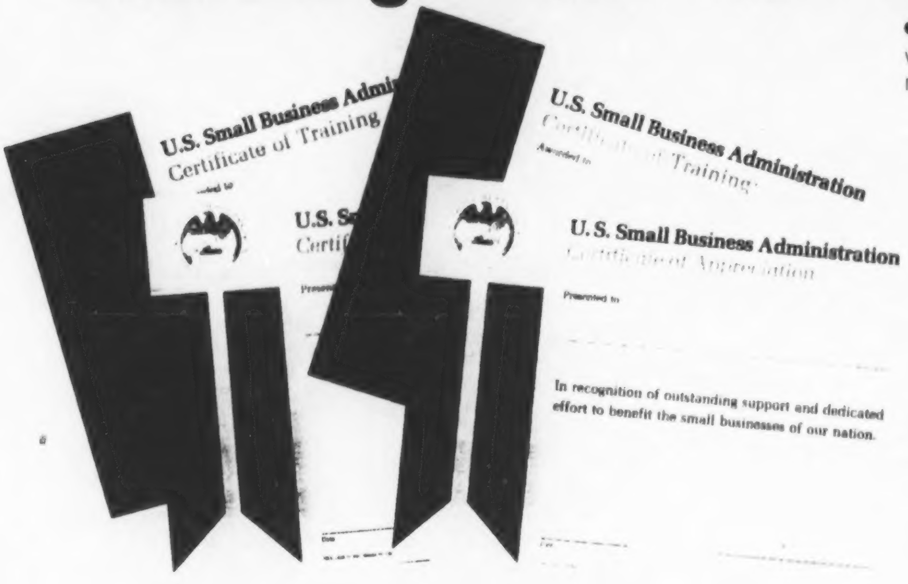
Learning From The Best



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Certificate of Training

U.S. Small Business Administration
Certificate of Training

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In recognition of outstanding support and dedicated effort to benefit the small businesses of our nation.

Start-up business owners get a little help from their friends with the SBA's mentor program, which offers hands-on assistance from successful women entrepreneurs.

For women business owners, "networking" was the key word of the '80s. In the '90s, "mentoring" is the new watchword.

In July, the Small Business Administration (SBA) launched a nationwide mentoring program, Women's Network for Entrepreneurial Training (WNET), following the pilot model established in California and Illinois this past year. Our goal is to establish a mentoring program in all 50 states by mid-1991.

Mentoring is not a new concept. However, women-focused mentoring and entrepreneurial mentoring outside academia are new ideas.

Women benefit from structured mentorship programs because they have a history of fewer informal contacts with accountants, lawyers, and other advisors who trade information and advice as part of their regular social encounters.

WNET was formed because we at the SBA realize established women business owners possess a wealth of expertise about when to take risks, when to experiment, and when to diversify, expand or conserve—knowledge crucial to start-up small-business owners. Mentoring offers a solid, one-year commitment of time and attention to the protégée's business, and a relationship in which a new business owner can ask questions without fear of appearing ignorant.

During its pilot year, WNET drew mentors from all areas of enterprise who shared a desire to pass on the benefits of their experiences to newcomers. Meet a few of them:

- Patty DeDominic is president of 12-year-old, PDQ Personnel Services Inc. Her Los Angeles-based company has six offices and projects 1990 sales of $15 million.
- Nina Tate is president of Nationwide Construction Co. Inc. in Downey, California. Her general contracting and management consulting company employs 100 to 200 workers. Tate got involved in WNET to help women in nontraditional businesses. "[Mentoring] helps me reevaluate my own business," says Tate. "I learn from my protégées as much as they learn from me."
- Angela Franklin, a registered nurse, co-founded Professional Reliable Nursing Service Inc. The Stockton, California, firm provides in-home nursing care in several California counties. "I went through my own struggles, successes and frustrations without any role models to guide me," says Franklin. "Now I want to help other women."
- Margaret Torme, who started out as a writer and account executive for a public relations and marketing firm, now owns Torme & Co. in San Francisco. "I have been very fortunate and would like to reciprocate and help other women," says Torme. "I don't think the existing business culture encourages mentorship for women."

Protégées must have been in business for at least one year, have strong entrepreneurial potential, and be ready for expansion. Mentors must have a history of successful entrepreneurship.

For more information, write to

Women's Network for Entrepreneurial Training
U.S. Small Business Administration
409 Third Street, SW
Washington, D.C. 20416 ☒

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SBA Forum

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Capital Offensive

Through my visits with business owners around the country, I have come across two types of cases that commonly occur when entrepreneurial women need credit.

In Case No. 1, a new or prospective business owner is intimidated by financial institutions. She may not understand the process of applying for a loan, or how to best present her business to a lender. Looking for loans to capitalize her new or expanding business, she turns to family and friends. Woman No. 1 faces a self-imposed credit crunch.

In Case No. 2, a business owner applies for a loan to capitalize her business, but the lender turns her down. The lender considers her business too risky, particularly during a period of tight capital and economic uncertainty.

Or, Woman No. 2 may be rejected because, ironically, her loan request is too small. Many lenders don't like making small loans, which demand just as much paperwork and administrative expense as large loans, but are far less profitable. Woman No. 2 faces an institution-imposed credit crunch.

If you fit either one of these descriptions, you should know there are three keys to successfully obtaining the capital you need: preparation, persistence and confidence. Government programs are available to help you through each step.

Be Prepared

Lenders insist you prove yourself to be a good risk. They expect a carefully prepared business plan, profit-and-loss statements and financial projections.

The paperwork burden is not just bureaucracy. Lenders need to know their investments are sound, and they're likely to be even more precise about projections and planning during times of tight capital.

The Small Business Administration has several resources available free of charge to help you prepare a business plan and other documentation necessary for a persuasive loan application. Additionally, the Service Corps of Retired Executives (SCORE) consists of 13,000 volunteers—all of them former business executives—who provide business counseling nationwide. The SBA also sponsors more than 650 Small Business Development Centers (SBDCs) in every state except California, which provide training and counseling.

Moreover, President Bush has specifically appointed the SBA to provide "Access to Credit" conferences for women nationwide. These conferences allow businesswomen to meet with local bankers and learn the procedures for preparing loan applications.

For more information about SCORE, SBDCs and future "Access to Credit" conferences, call the SBA office nearest you by checking in your phone book under "U.S. Government" or calling (800) 368-5855.

Be Persistent

It's not unusual for a small-business owner to be rejected many times by lenders before finally having a loan application accepted. Don't be discouraged. Ask the lender to explain why your application was rejected and use that information to strengthen your next attempt.

If you have done your homework, but are rejected twice for conventional loans, consider applying for a small-business loan backed by an SBA guarantee. The most popular of the SBA's programs is the General Business Loan Guarantee program, better known as the 7(a) loan program. In this program, your loan is provided and serviced by a private lender, but the U.S. government guarantees up to 90 percent of the loan amount, making it nearly risk-free for the lender. The maximum guarantee is $750,000.

SMALL BUSINESS ADMINISTRATION

Photo: Mark A. Kozak

Risk isn't the only factor that discourages lenders from capitalizing small enterprises. Often, a company's capital needs are so small a lender does not want to handle them.

The Women's Business Ownership Act of 1988, signed into effect by former President Reagan, created a small-loan program at the SBA. This program offers financial incentives for banks to make entrepreneurs loans of $50,000 or less. The SBA guarantees 90 percent of the loan, and the lender is allowed to keep half of the guarantee fee usually paid to the government. Your local SBA office can help you find

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lending institutions in your area that offer 7(a) and small loans.

Be Confident

Remember, when you approach a lender, you're proposing a business deal—a deal from which the lender will profit. There are growing pressures for lenders to recognize women-owned companies as an important source of business.

New data released by the U.S. Census Bureau indicates that women-owned firms remain the fastest-growing segment of our economy. Women own more than 30 percent of all U.S. sole proprietorships. With the exception of regular corporations not measured by the Census, the number of women-owned firms grew 58 percent between 1982 and 1987, increasing four times faster than the number of U.S. businesses overall.

Last July, Congress and the Federal Reserve Board established new lending requirements under the Community Reinvestment Act. This act requires lenders to give equal treatment to businesses owned by women and minorities. Every bank will be evaluated by federal officials to determine how well it serves the local community. The SBA's loan programs for women-owned businesses and for small businesses in general are among the ways specifically mentioned in this new federal policy for banks to increase their community reinvestment ratings.

Family and friends will always be important sources of capital for small-business owners. But entrepreneurial women should not be intimidated by conventional lenders. That first loan from a lending institution can be the start of a financial relationship that proves critical later on.

Nor can lenders afford to turn their backs on small businesses. Small enterprises diversify a community's economic base, provide jobs, increase local tax revenues, and provide an avenue for women, minorities and others to achieve economic empowerment. ☒

Prepared by the U.S. Small Business Administration's Office of Women's Business Ownership

SBA Forum

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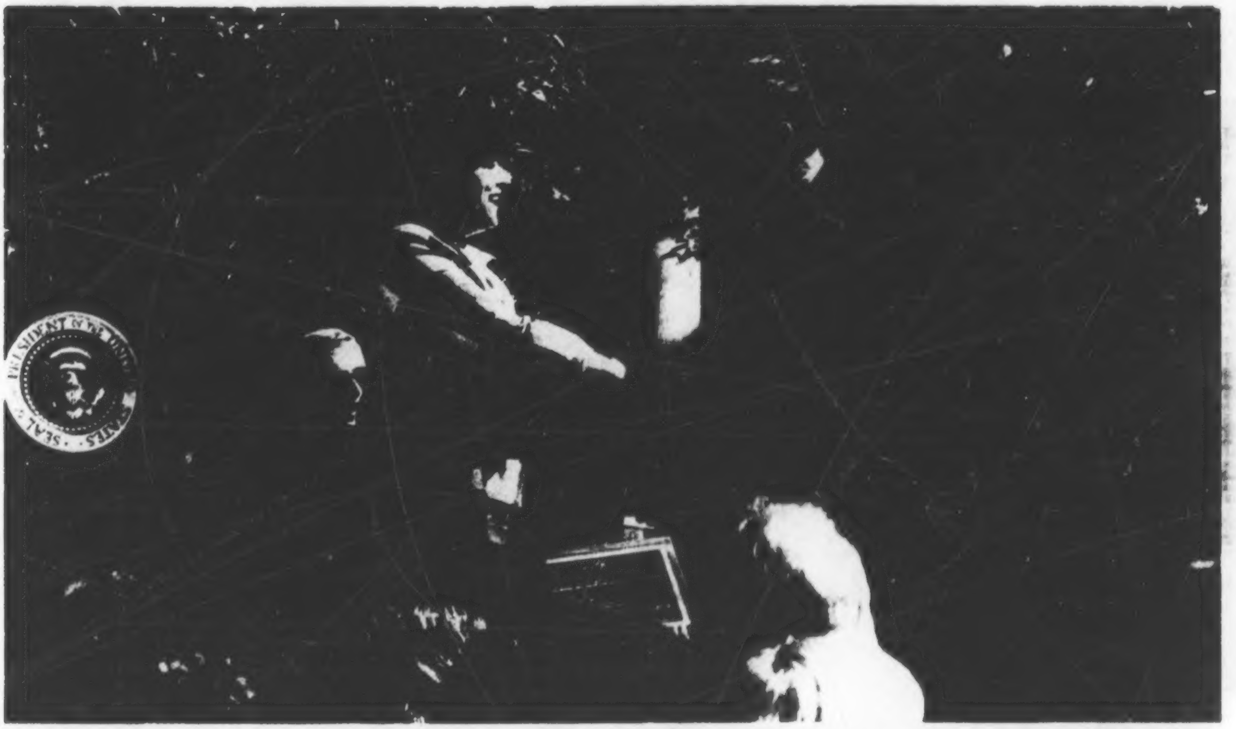
By Patricia Saiki
Administrator of the SBA

Looks Like We Made It



Overcoming tremendous odds, Joann Schulz is the first woman ever named National Small Business Person of the Year.

Photo© Lisa Berg

The National Small Business Person of the Year award is a celebration of the entrepreneurial spirit. And this year, women business owners have something special to celebrate: For the first time, this honor has been awarded to a woman, Joann Schulz.

For the past 27 years, the Small Business Administration (SBA) has selected one entrepreneur as the National Small Business Person of the Year. This award recognizes an outstanding small-business owner for personal achievement and contributions to our nation's economy. One State Business Person of the Year is nominated from each of the 50 states, the District of Columbia, Puerto Rico and Guam, and the National Small Business Person of the Year is chosen from those candidates.

Many of 1991's winners overcame tremendous odds to achieve their goals. They are proof that, as the 19th-century British philanthropist Thomas Buxton said, "With ordinary talent and extraordinary perseverance, all things are attainable."

From Rags To Riches

For Joann Schulz, overcoming adversity seems to be a way of life. While in her early 20s, she was seriously injured in an automobile accident and was disabled for more than three years. Notwithstanding, just five years later, she earned biological science and chemistry degrees, graduating with high honors from the University of California, Irvine. Soon after, she earned her master's degree, but as the single parent of an 11-year-old daughter.

In 1977, Schulz joined a new division of a company that manufactured products for cataract surgery, and her love of high technology and the ophthalmic business began.

Today, Schulz is president and founder of 6-year-old DGR Inc., a company that researches, develops,

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manufactures, and markets products for ophthalmic surgery and for the treatment of cataracts, refractive problems and glaucoma.

With a loan and money from investors, Schulz started the St. Petersburg, Florida, company with her husband, Richard; when he died in 1986, she took over as president. This was another great test of her personal strength, but Schulz persevered and overcame this and many other business challenges to build a thriving company.

Starting with 2,800 square feet of space, DGR Inc. now has an operating facility of more than 17,000 square feet. Sales climbed to more than $5 million in 1990, and DGR's staff has grown from three to 75.

In February, DGR was acquired by Phoenix Laser Systems Inc., a San Francisco-based company that develops and manufactures laser systems for medicine. As part of the agreement, Schulz became president and CEO of Phoenix Laser Systems in March.

Inspiring Words

Like many successful women business owners, Schulz is actively involved in her community and is keenly interested in helping other women achieve their entrepreneurial dreams.

As the SBA National Small Business Person of the Year, Schulz not only represents successful entrepreneurs who continue to make it against all odds, but also provides inspiration for women across the country who are seeking role models.

In the coming year, Schulz will speak to organizations around the country about the skills and tenacity required to be a successful entrepreneur. In addition, she will discuss the success her company has had in exporting her products to 22 countries.

The SBA is interested in finding out about other successful entrepreneurs who are eligible to compete for State Small Business Person of the Year. The selection criteria are:

- Staying power
- Growth in number of employees
- Increase in sales and/or unit volume
- Current and past financial reports
- Innovativeness of product or service
- Response to adversity
- Evidence of contributions to community-oriented projects

If there is someone you would like to nominate, please write to me at the Office of Women's Business Ownership, 409 Third St. S.W., 6th Fl., Washington, DC, 20416. We will forward a nomination package to you. ☒

Patricia Saiki is Administrator of the Small Business Administration.

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Foreign Affairs

Maribeth Pettey, the owner of Shear Intensity in Canton, Michigan, joined a Matchmaker trade delegation last year on a week-long trip to Belgium and the Netherlands. The result: Pettey estimates that by 1993, nearly half of her actionwear company's sales will be international. Like thousands of other small-business owners, Pettey has learned two lessons: First, exporting opens new markets that can be especially beneficial when the domestic economy slows. Second, a number of government programs are available to make exporting easier for small and medium-sized businesses.

Expansion into the global market is an increasingly important element in our economy. Federal programs such as the Matchmaker trade delegations, operated by the Commerce Department and the Small Business Administration (SBA), are laying the foundation for long-term partnerships with our neighbors in North America, the European Community, Eastern Europe and around the world.

Exports accounted for more than one-third of the real economic growth (adjusted for inflation) in the United States since 1986, and increased to more than 80 percent of the real economic growth during 1990, according to a study done by the National Association of Manufacturers in Washington, DC. Exporting offers a number of attractions for small businesses, which are often the first to feel the pinch in an economic downturn. It provides a buffer against recession, opening up enormous untapped markets. It helps small companies improve profit margins, and creates new markets for older products, extending their life cycles.

Exporting also allows small companies to tap into markets that are likely to grow faster than the U.S. market. The global market is already 20 times larger than our domestic market, and in the 1990s, economic growth in the rest of the world will be 40 percent higher than domestic growth.

Make Me A Match

As the fastest-growing segment of our economy, women-owned business has a key role to play in building an international market, and 1991 offers a variety of opportunities. Included in this year's agenda are more Matchmaker trade missions like the one Pettey attended. The Matchmaker program, which began in 1987, is designed to guide entrepreneurs through the maze of international trade and, on a brief trip abroad, provide them with direct contacts.

Trips like these are a great marketing tool, particularly for small businesses that otherwise might not be able to expand into an overseas market. They save time and money, providing results in a few days that normally would take months.

The Matchmaker program includes briefings on the countries visited, screened appointments with potential business contacts, and promotion of the companies' products and services to local representatives. It also assures there is a market for a company's product in the country or countries visited.

Last October, for instance, 20 U.S. firms joined a Matchmaker trade delegation to Barcelona, Spain, and Genoa, Italy. Most were small firms with fewer than 100 employees. Six members of the delegation were new to exporting, and 14 were new to this market.

Photo: Mark A. Kozak

The trip, which was themed "Pleasure Boats and Marine Accessories," resulted in the development of 176 sales leads. In addition, five firms signed contracts with eight boat dealers, one in Barcelona and seven in Genoa.

To participate in the Matchmaker trade delegations, your company must be new to exporting, or must not have marketed in the country or countries involved in the mission. Your business must also sell products that are at least 51 percent "made in the United States." Participants pay a fee—generally $1,200 to $1,600, plus travel expenses. As an added incentive, the SBA provides $500 in financial support for the first 10 qualified small businesses that sign up for each Matchmaker trade delegation.

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By Lindsey L. Johnson
Small Business Administration

Exporting For Novices

In addition to Matchmaker delegations, the federal government, through such agencies as the Department of Commerce, the Export-Import Bank and the Overseas Private Investment Corp. (OPIC), offers other programs to help businesses interested in selling or investing overseas. The Department of Commerce, for example, operates the Agent/Distributor Service (A/DS), which locates foreign agents and distributors, and the Trade Opportunities Program (TOP), which provides sales leads from overseas firms seeking to buy or represent U.S. products or services.

For exporters just starting out, or those who want to test a new foreign market at relatively low cost, the Commerce Department's Catalog Exhibition Program offers entrepreneurs a chance to display their product catalogs to target audiences. Buyers, distributors, agents and consumers, organized by industry, are brought together for the exhibition by U.S. embassies and consulates in host countries around the world.

The government also sponsors conferences to speed the process of learning exporting. The SBA is sponsoring a conference June 20 in Los Angeles to inform small businesses about trade developments in Mexico, including lower tariffs and new investment possibilities.

Another opportunity is the Chicago Export Conference, co-sponsored by the SBA and the Dairy and Food Industries Supply Association. This conference, held October 24-30, will focus on food processing, packaging, and ingredient and distribution products and services, highlighting trade opportunities with Eastern and Western Europe.

Like to know more about export opportunities? Write to the Office of Women's Business Ownership, SBA, 409 Third St. S.W., Washington, DC 20416. Include a brief description of your business. ☒

Lindsey L. Johnson is director of the Small Business Administration's Office of Women's Business Ownership.

SBA Forum

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Scoring Points

The business owners of the '90s come from a wide range of backgrounds. This increasingly diverse profile presents new challenges to business instructors, mentors and advisors. Learning to identify and manage the disparate experiences, and combine them to create business success, is key to the long-term support of small businesses.

Supporting small business is the goal of the Small Business Administration (SBA) and its resource partners. Individual counseling can prove indispensable for both prospective and established small-business owners, but this type of counseling involves careful listening and sensitive judgments; there isn't always an easy blueprint to follow.

Since 1964, members of the Service Corps of Retired Executives (SCORE) have volunteered their time to assist the SBA in advising newcomers to the business world. SCORE offers the retired, successful entrepreneur or corporate executive an opportunity to pass on valuable experience and counsel large numbers of start-up business owners.

SCORE volunteers—who come from a range of business fields—make sure prospective business owners get the right help and ask the right questions before setting out on the entrepreneurial trail. As a result, they have saved many entrepreneurs from business failure, helped others build their businesses, and counseled others against starting up or expanding their companies prematurely.

Making up the SCORE program are more than 13,000 volunteer counselors in 380 chapters and 380 satellite centers nationwide. While SCORE has historically been composed primarily of retired businessmen, the program is now actively recruiting women and minorities to sign up.

As part of this recruiting effort, SCORE expanded the Women's Business Ownership Program last year. Kathryn Leach was named the program's national director, and regional coordinators were designated in various areas throughout the United States to work specifically with women currently involved with SCORE and to bring more women entrepreneurs into the volunteer program.

SCORE and the SBA's Office of Women's Business Ownership are working together to build enthusiasm for the emerging entrepreneur of the '90s, to develop comprehensive training packages, and to promote a supportive attitude toward this new breed of woman business owner.

Pass It On

"An important part of our job is recommending that people think seriously about going into business, make an educated decision, and know how to seek assistance," says SCORE's executive director, Dave Buffam.

Sometimes the decision to become an entrepreneur is made too quickly. For example, Nancy Miller, a former engineering supervisor from Naperville, Illinois, started her own microfilm business only three days after she lost her job when the company she worked for folded. Six months later, her business was floundering.

Miller sought advice from two SCORE counselors who worked with her on her marketing and accounting. Since implementing the counselors' suggestions, she has doubled her company's business each year.

Photo: Mark A. Kozak

SCORE encourages prospective business owners to attend their pre-business workshops, held at SBA offices around the country. These workshops provide the foundation for developing a business plan, goals, and marketing and production guidelines. Once a business is underway, SCORE offers one-on-one advice. And SCORE should be the first stop for prospective business owners and entrepreneurs considering expansion.

When Gwendolyn Lowder of Houston first considered creating a gourmet frozen food line for babies, she turned to SCORE for help. With the guidance and advice of SCORE counselors, Lowder was able to launch and eventually expand her

By Patricia Saiki
Administrator of the SBA

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company, Baby's Natural Choice. Her six varieties of frozen foods are now available in grocery store chains throughout Houston.

Helping Hands

Many women business owners come to SCORE seeking guidance from seasoned women entrepreneurs who succeeded before them. "I didn't realize how important a female role model could be until I became one myself," says Dorothy Call, former national director of SCORE's Women's Business Ownership Program and retired CEO of a contracting company.

SCORE volunteers have nothing but praise for the program. "Being a SCORE volunteer has allowed me to give back to the business community that supported me," says one Des Moines, Iowa, SCORE counselor. "I can't imagine [being involved in] a more rewarding activity."

"Last year I counseled a young woman who wanted to open her own restaurant, but didn't know how to write a business plan. After a few sessions, however, she was ready to make a presentation to her banker," recalls a Long Island, New York, SCORE counselor. "Now, she has one of the most popular restaurants in town."

New entrepreneurs have a great need for the advice and expertise of veteran businesspeople, and women benefit doubly from women counselors who have faced similar obstacles and challenges. More important, SCORE's women counselors offer a valuable service as role models for today's women entrepreneurs.

To find out more about becoming a SCORE volunteer or getting help for your business, write to the SBA's Office of Women's Business Ownership, 409 Third St. S.W., Washington, DC 20416. ☒

Patricia Saiki was recently appointed as the new Administrator of the Small Business Administration. A former representative of Hawaii, she is an 18-year veteran of both state and federal offices.

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